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VOL. 4, ISSUE 12 | MARCH 2011 | RS 30

gfiles
INSIDE THE GOVERNMENT

www.gfilesindia.com

**PRADEEP KUMAR MISRA
SECRETARY, MINISTRY OF STEEL**

**'WE WERE
THE FIRST TO
REBOUND AFTER
THE WORLD
RECESSION'**

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From the Editor-in-Chief

gfiles' continuing focus on corruption in both the public and corporate life of this nation goes to the very heart of what this magazine has stood for and will continue to

stand for. When we repeatedly remind our readers that we champion the cause of good governance, we mean, primarily, governance free of venality, mismanagement, waste, fraud and dishonesty. Together these attributes create not only inefficiency and moral turpitude but, more important, they also combine to promote and perpetrate mass poverty, inequalities, the absence of justice and fairplay and, ultimately, economic disaster. In the history of all nations, massive corruption has preceded their downfall.

So Prime Minister Manmohan Singh was hardly off the mark when he recently reminded the nation that those at the helm of its affairs – including himself – need to be, like Caesar's wife, cleaner than a hound's tooth. Fine words, but what do they mean in practice with the 2G spectrum scam and the appointment of the tainted PJ Thomas as the Central Vigilance Commissioner refusing to get off centrestage and giving a handle to every political hack in the country to take a whack at the government?

Apologists in the government throw up their hands and say that it is easy to point fingers and make accusations, but how about some constructive suggestions. Actually, there are many. And several of them have been featured in the pages of this magazine from time to time – the opinions and suggestions of retired bureaucrats, serving officials, whistleblowers and columnists. In continuation of this tradition, we are featuring an Open Letter to the Prime Minister from BR Lall, former Director General of Police, Haryana, and Joint Director, CBI.

Lall is worth listening to. He argues, for example, that Telecom Minister A Raja was guilty of criminal breach of trust in the way he handled the spectrum allocation – a public trust – and should have been prosecuted under Section 409 of the Indian Penal Code with life imprisonment. Also, he should have been dropped immediately from the Ministry so that he would not be able to influence the department further, fiddle with the files, and destroy evidence.

By not taking timely action, Lall argues, the government was party to facilitating the crime, omitting the legal duty imposed on it and committing an offence of abetment under Section 107 (3) of the IPC, notwithstanding any excuses, including that of the "compulsions" of a coalition government.

Calling the appointment of Thomas a "very obnoxious affair", Lall comments: "The highest watchdog of integrity and morals in the country cannot be facing criminal charges himself. Your government has not accorded sanction for prosecution, without which no trial can commence. Punishing the high and mighty for corruption or related cases is not a done thing in India. Corruption, exploitation, tax evasion, misappropriation of public funds are treated as perquisites of VIPs."

Amen. Lall hits it right on the head. But his letter makes even more interesting reading because of the concrete, tough suggestions he makes regarding measures that should be adopted by any government that really means business. All gfiles readers will benefit from the recommendations made by this intrepid former cop.

INDERJIT BADHWAR



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of posts — vacant and filled — and their link with friends in high places, stalled work, and merit waiting in the wings

Cover photo: RAJEEV DABRAL & REUTERS

INBOX



The IAF's predicament

Your Aero India 2011 special issue was good yet lacking on many counts. The IAF is on the verge of earning a

red mark as far as its air strike capability is concerned. It has the courage and discipline but not modern-day technology. It has to buy helicopters and jets by all means, without any delay. One should be aware of the tricks by foreign manufacturers who are supplying almost the same aircraft to our enemies. Lockheed Martin is supplying F16s to India whereas the same aircraft is supplied by the US government to Pakistan. Whenever Lockheed Martin is asked about this, their terse reply is: we don't supply F-16s to Pakistan, it is between Pakistan and the US government. The IAF is about to buy Rs 50,000 crores' worth of equipment, files are moving, tests have been completed and now the political executive has to take a decision. Until six Assembly elections are complete, there will be no purchase.

Ravi Kapoor, via email

India is now under attack from "internal terrorism". Even though some terrorists were arrested, none were judged. Though India at present is powerful from the point of view of its defence, if internal problems cannot be solved, then everything is in vain. Therefore, I am afraid for the future of India.

Songgpriya Bhikkhu, on blog

Excellent work! Why does the team at *gfiles* not file the writ petition instead of waiting for the Supreme Court to move *suo motu*?

PKGTharakan, on blog

Enjoyed Vincent Van Ross' column, Silly Point, on the price of onions in the February 2011 issue. Laughed for the first

time since onions became unaffordable.
dr Iqbal Malik, on blog

The articles in *gfiles* help me in understanding the situations that senior bureaucrats face while being a part of the system.

Navdeep Kochhar, on blog

You can commit any crime in India. Nobody can be punished in this country. If it is not possible to bring anyone to book, then you may as well close the issue of corruption.

Raj Kishore, on blog

Form IV (See rule 8)

gfiles

1. Place of Publication: New Delhi
 2. Periodicity of Publication: Monthly
 3. Printer's Name: Anil Tyagi
Whether Citizen of India?: Yes
(if foreigner, state the country of origin): Not applicable
Address: 118 2nd floor, DDA Site 1, New Rajinder Nagar, New Delhi-110060
 4. Publisher's Name: Anil Tyagi
Whether Citizen of India?: Yes
(if foreigner, state the country of origin): Not applicable
Address: 118 2nd floor, DDA Site 1, New Rajinder Nagar, New Delhi-110060
 5. Editor's Name : Anil Tyagi
Whether Citizen of India? : Yes
(if foreigner, state the country of origin): Not applicable
Address: 118 2nd floor, DDA Site 1, New Rajinder Nagar, New Delhi-110060
 6. Name and Addresses of Individuals who own: OWNER
The newspaper and the partners or shareholders: Sarvashrestha Media Pvt Ltd. 118 2nd floor, DDA Site 1, New Rajinder Nagar, New Delhi-110060
- Holding more than one percent of the total capital Shareholders: Quality Edumedia Pvt Ltd 118 2nd floor, DDA Site 1 New Rajinder Nagar, New Delhi-110060

I, Anil Tyagi, hereby declare that the particulars given are true to the best of my knowledge and belief.

Dated. March 30, 2011
Sd/
Anil Tyagi
Publisher

Haryana Towards Quality Health Care For All

Comprehensive Surgery Package Introduced In District Hospitals Of the State

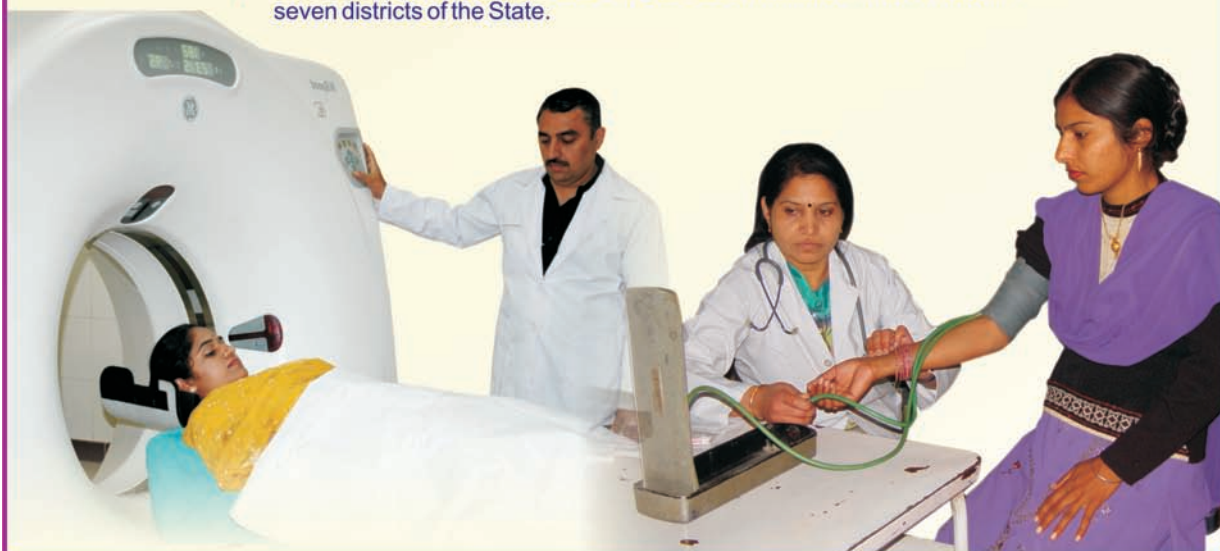


Bhupinder Singh Hooda
Chief Minister, Haryana

- ♦ A new Surgery Package Programme is being implemented to provide cost-effective, hassle-free and affordable surgeries to patients in district hospitals of Haryana.
- ♦ Families living below-poverty-line and residents of urban slums notified by the Department of Urban Local Bodies are entitled to free surgeries under this scheme.
- ♦ Now, the patients opting for being operated in Government Civil Hospitals of Haryana will be given surgery packages on the pattern of private hospitals.
- ♦ The price in this surgery package would be quite nominal as compared to the private hospitals.
- ♦ Once the amount for surgery is charged from the patient, the entire responsibility of providing medicines and medical equipments to patients would be that of the hospital administration.

Free Medicines For All

- Free medicines are provided to pregnant women in case they require to undergo operation at the time of delivery.
- Free test and treatment facilities are being provided to all TB patients under TB Control Programme.
- Multi Drug System cases are being provide medicines free of cost in seven districts of the State.



'WE WERE THE FI IN THE WORLD AFT



RAJEEV DARRAL



['FIRST TO REBOUND AFTER THE RECESSION']

AN IAS officer of the Uttar Pradesh cadre and 1976 batch, Pradeep Kumar Misra postgraduated in economics. He has worked in various capacities for the Government of India and the UP government for 34 years. He has wide-ranging experience of the strategic policy framework and its implementation in governing various sectors, including infrastructure, finance, industry and defence. As Secretary, Steel, to the Government of India, he is actively pursuing and monitoring capacity expansion plans of the steel sector and is also involved in policy issues pertaining to key raw materials such as iron ore and coking coal.

interviewed by TR RAMACHANDRAN & ANIL TYAGI

gfiles: *What are the global benchmarks being followed in the steel sector in India?*

Pradeep Kumar Misra: Some of the steel plants are near the global benchmarks. But there are no fixed global benchmarks, there is a range of global benchmarks. For blast furnace productivity, the World Steel Association gives a range of about 2.5-3.5 tonnes per cubic metre per day. We have prescribed a similar range as a benchmark that steel plants should strive for. Currently, they may be much below this.

gfiles: *Benchmarks are all very well but is the input cost the same?*

PKM: The input cost is not exactly the same and inputs are also not exactly the same. For instance, the phosphorus content in the iron ore and the ash content in Indian cok-

ing coal are higher. These are the gangue material, they disturb the process of the blast furnace. So the efficiency goes down and therefore output also decreases because they occupy a critical space and position in a chemical reaction process. So both these factors will inhibit achieving the highest standard. The higher the purity of the raw materials, the greater the possibility of achieving the world benchmarks. Many of the more advanced steel-makers in the world try to purify the raw material or buy raw material of that purity. Obviously, that means higher cost because they are going for very high quality and they don't want any impurities and also they are technologically advanced. They are able to sell that steel at high price because of its high quality and higher formation, in the sense that it is CRGO or Cold Rolled Grain Oriented. CRGO is used for transformers. The process of making CRGO is far more complicated, technologically requires much higher controls. Therefore the price of this steel is also very high. The market price is controlled by the steelmakers because very few people can make this kind of high quality steel with high skilled technology. The Japanese steelmakers achieve the highest efficiency because they not only use the best quality raw materials but they are able to do this and still sell steel because they are making high-grade steel.

Ordinary pig iron will cost Rs 20,000 per tonne but this kind of CRGO will probably be five times more or Rs 1 lakh per tonne. The amount of money which has gone into the raw material is obviously 20% higher in the case of high quality steelmaking but the return you get is five times higher. In the process, blast furnace productivity increases because of high quality raw material. If the quality of the raw material is not so high, the chemical and physical processes involved in the blast furnaces get inhibited with more gangue material in the process so the productivity will be lower.

'Compared to international standards, we are not up to the mark. This requires changes in the technology.'



Compared to international standards, we are not up to the mark. We must try for that. This requires changes in the technology, blast furnace design, in the feedstock raw materials. I want the steel industry to move in that direction but this can't happen overnight. You have to make changes and investment in technology, material, manpower training and so on.

gfiles: *Do you see the journey of the steel industry in the past 50 years as satisfactory?*

PKM: There has been very rapid expansion in steel demand in the past five years. The average rate of growth has been 9.2% for the past five years. This is due to the policies of the government. There is a direct relationship between rate of growth of GDP and steel demand. A 1% increase in GDP will lead to 1-1.2% increase in steel consumption. There has been a rapid growth of steel capacities. They can't come up overnight, it takes three years to put up a plant. There will be a time lag. Steel is a decontrolled sector, so anybody can put up a steel plant. The market is responding, demand is increasing very rapidly. Still, by and large, we are a marginal net importer, 95% of our demand is met by domestic steel production.

Most quality steel is imported. You can't put up a quality steel plant unless you have certain minimum basic capacity. The cost of putting up a plant is high and there are certain discreet numbers. You cannot put up a 2000-tonne plant making CRGO, it's not viable. You can put up a



'There is a direct relationship between rate of growth and steel demand. A 1% increase in GDP will lead to 1-1.2% increase in steel consumption.'

100,000-tonne plant only if there is enough demand in the country. So some of the special high-grade steel behind industries is coming through lots of tie-ups. For instance, Tata has a tie-up with a Japanese company, Nippon Steel; JSW with JFE of Japan; SAIL has signed MoUs with Kube Steel of Japan and POSCO of Korea for setting up steel plants. This includes specialized steel lines so if you put up a 3,000,000-tonne plant and specialized steel facilities of 200,000 tonnes as part of that plan, you make raw material, refine it, put it through various processes. As the demand has come to a level where it is possible to set up a facility to produce specialized steel through international tie-ups to get the technology, we are going into higher grade steelmaking with the expansion of steel production overall. It's a welcome trend and we encourage it. As it is a decontrolled sector, it is for the private sector and the public sector people to respond.

gfiles: *Where do you stand today?*

PKM: If we look at the past 50 years, we were producing about 40 million tonnes of steel in 1991 and last year we produced 64.88 million tonnes (2009-10). For the current year, it's higher. Till November 2010, there is an increase of 7.3% over last year. We will be producing about 70 million tonnes of steel. Next year, we might be producing 80 million tonnes because of the rapid increase in demand. Ground field expansion is going on, many plants are coming up. Last year, the capacity that was added for steel production was about 8 million tonnes, in the current financial year we expect to add about 10 million tonnes.

gfiles: *Has the steel industry recovered fully from the global meltdown that sent commodities' prices tumbling?*

PKM: Yes, we've come out of the meltdown from April 2009 onwards. We were among the first to rebound in the world in terms of demand and production.

gfiles: *So the targets for steel production did not stagnate even during the meltdown?*

PKM: There was a temporary setback for one year, 2008. The capacity kept going up. The meltdown did not affect us much. It was a very minor meltdown in 2008-09 where the demand growth was almost stagnant but it bounced back in 2009-10. As the steel industry grows, it becomes more robust and it's a natural tendency to go into higher value added products because the demand scenario also keeps changing. As the demand for higher value-added products in a more sophisticated economy picks up, it becomes viable to put up production facilities to yield the minimum demand. The Ministry for Steel encourages it. We need to have specialized steel production facilities and technology so that we don't have to import. We should be able to pro-

HARYANA *T*owards new horizon !!!



Haryana has emerged as the front runner State of the country in the area of all round development. The priorities of the State Government are ensuring sound infrastructure coupled with a vibrant social sector. We are committed to make Haryana an educational hub, create more avenues of employment by accelerating industrialisation, besides stepping up agricultural production. Adequate and improved health facilities for all will be our top concern. We will also focus on uniform development of the State.

Bhupinder Singh Hooda
Chief Minister, Haryana

Salient Features:

The State Government has constituted a State Farmers' Commission for taking up the concerns of the farmers and finding solutions to their problems.

Year 2010 is being celebrated as 'Energy Year'. A Nuclear Power Plant of 2800 MW would be set up in Fatehabad. The State Government is striving to ensure that Haryana becomes self-sufficient in the matter of power generation by the year 2012-13.

Rajiv Gandhi Education City is being set up in Kundli in district Sonapat and 25 percent of the seats would be reserved for domiciles of Haryana. A reservation of 30 percent has been made for girls in Industrial Training Institutions.

With a view to control the excess tapping of underground water and to ensure participation of each category, Haryana Government is going to launch Underground Water Development Regulation and Control Bill soon.

Indira Bal Swasthya Yojna implemented to improve the health of all students by providing preventive and curative healthcare.

Social, economic and educational development of women top priority of the State Government.

'Shagun' grant money being provided to families belonging to Scheduled Castes living below the poverty line for the marriage of their daughters and to widows belonging to all sections of society for their own re-marriage as well as for the marriage of their daughters increased from Rs. 15,000 to Rs. 31,000.

Free medicines being provided to all patients including outdoor and casualty patients, ante-natal services, delivery and caesarean-section cases in all Government Health Institutions.

Residential plots of 100 sq. yards each being provided free of cost to 6.5 lakh eligible families belonging to Scheduled Castes, Backward Classes and other weaker sections living below poverty line under the 'Mahatma Gandhi Gramin Basti Yojna'.



HARYANA... in the forefront ...

duce all kinds of steel in this country and become a net exporter.

gfiles: *Do you have a target for this?*

PKM: By 2015-16, we should be able to become a net exporter but we don't export high-value products.

gfiles: *How do we compare with China? In 2009, 47% of world steel production was from China.*

PKM: China produces almost 600 million tonnes of steel. But there are signs that they are going to stagnate now whereas we are on the upsurge. China's rate of growth accelerated earlier than ours and is still higher. The steel demand in 2020 should be 200 million tonnes, in 2030 it should be about 350 million tonnes. The Chinese have a different model, they have laid stress on heavy steel structure and heavy use of steel in their infrastructure projects. Steel is one of the indicators of economic growth but it's not the only indicator. The product mix of an economy can be different. India is primarily a service sector economy. Even our exports are service-sector exports. China's economy is more into manufacturing.

So the product mix also influences the amount of steel consumed. If you are primarily a manufacturing-based economy then consumption will be much higher. Our product mix is different. That does not mean we are not growing as rapidly, steel does not determine the entire economics of the nation though it is an important determinant. There are other determinants like the mode of products that you have, the kind of infrastructure development that you are doing. For instance, you can use a lot of steel for making bridges or have bridges constructed with cement.

gfiles: *The past few years have seen an unprecedented scramble among businessmen to secure approval for iron ore mining and for setting up steel plants of all types and all dimensions. How many of the projects, especially the integrated steel projects, will ultimately be set up? Will there be over-capacity, say, five to 10 years hence?*

PKM: A certain amount of overcapacity in any case is necessary so that you have the flexibility to produce a higher level if required. Ideally, in any system, capacity utilization should be around 80%. Therefore, you should have 30% excess capacity by design. If there is any overcapacity, then we export the steel.

We are well-placed with regard to iron ore resources. The issues that threaten us are lack of adequate coking coal because that is the other key raw material. We have limestone which is also used in making steel but some particular limestone is imported. Coking coal is an area where we need to outsource aggressively through the private and



Nippon steel headquarters: superior material

'Some of the special high-grade steel behind industries is coming through lots of tie-ups. Tata has a tie-up with a Japanese company, Nippon.'

public sectors or PPP (Public-Private Partnership).

gfiles: *But the quality continues to be very bad....*

PKM: First, we don't have high-grade coking coal in our country. We are buying it, mostly from Australia and the US. New coking coal areas are coming up in Mozambique, Indonesia... these are untapped areas. As the demand is increasing we are looking at these areas. Some of them have very high-grade coking coal which has not been exploited. So we need to go out aggressively to meet our current and future requirements.

Environmental clearance is the other issue which needs to be sorted out for setting up new steel plants, especially green field projects. We have been urging the Ministry of Environment and Forests for speedy clearance otherwise these green field capacities can't come up in the represented time-frame.

gfiles: *What about captive mining for steel plants?*

PKM: It is a good policy to have captive mining because of two reasons. One, security of resources which is essential for long-term investment. Two, a large company which invests a huge amount of money in putting up steel plants manages these mining assets better from both the point of view of optimum utilization of the ore and environmental



Benchmark of various parameters from the World Steel Association

Indicator	Unit	2006	2007	2008
Environmental Sustainability				
a) Greenhouse gas emissions	Tonnes CO ₂ /tonnes steel cast	1.7	1.9	1.9
b) Energy intensity	Gcal / tonne steel cast	4.9	4.28	4.28
c) Material efficiency	% of by-products re-used	97.2	98.0	98.1
d) Environmental management systems (EMS)	% of employees and contractors in EMS registered production facilities	85.5	85.1	86.6
Social sustainability				
a) Lost time-injury frequency rate	Injuries / million hours worked	8.8	3.0	3.6
b) Employees' training	Training days / employee and year	10.5	6.9	5.1
Economic sustainability				
a) Investment in new processes and products	% of revenue	7.7	7.9	9.0
b) Economic value distributed	Billion US\$		323.9	308.3
	% of revenue	7.6	84.1	70.4

issues like reforestation and so on. Small, private individuals disappear and they leave the mine open, don't rehabilitate the mine. So there is more certainty of ensuring ecological and environmental rehabilitation for large steel plants.

gfiles: *Is SAIL's Rs 59,905-crore investment plan envisaging saleable steel production of 23.13 million tonnes per annum by 2012 on schedule? What is next on the blueprint?*

PKM: SAIL plans to increase its saleable steel production capacity from the current 12 million tonnes to 23.13 million tonnes by 2012-13. They are investing Rs 70,000 crore (internally generated) in the plant machinery and captive mining. Expansion-cum-modernization of the system and better management lead to less wastage and losses in the process of production. The current expansion is based on the latest technology which will bring better efficiency.

gfiles: *Steel is facing intense competition from aluminium and plastics in its two main markets – construction and automobiles. There is also competition from the asbestos sheets and pipes industries, and other industries. Has the Indian steel industry adopted any unified approach to protect or, rather, expand its turf?*

PKM: There is always competition from any product. But there are certain applications where nothing but steel can be used because real strength is required. Therefore, this competition is marginal. There will be some substitution from time to time but there is no real competition.

gfiles: *The steel industry has been trying to reduce staff through its lean manufacturing strategy. What is the productivity per person, compared to the most efficient steel producer in the world?*

PKM: Different plants have different productivity levels. The highest levels in the world are about 500-1,000 tonnes

per man per year. It depends on the amount of outsourcing you do. Some of this is artificial, in the sense you can either employ the people yourself or outsource lots of jobs. Like JSW Steel has productivity of about 700-800 tcs/man/year. ESSAR Steel and Ispat have 1500-2,500 tcs/man/year. Most conventional steel plants like SAIL have 226 tcs/man/year because they do all the jobs inhouse, there is no outsourcing. JSW and ESSAR do a lot of outsourcing and that outsourcing is not counted as manpower.

This manpower is removed from the denominator so it's somewhat complex and you can't pinpoint actual manpower requirement if you include the outsourcing. It's actually much more than what they are showing. We would certainly like to increase the productivity per manpower and we've asked them. In the process of expansion you should also reduce manpower but they'll not do the kind of outsourcing the private-sector steel plants are doing because of two reasons: security and better long-term viability.

gfiles: *Are you focusing on quality steel?*

PKM: There are two aspects. One, the consumer should get quality steel, especially for construction activities like making transformers, TMT bars, beams. With the help of BIS we have evolved standards. Two, quality steel is not manufactured in India. So we are encouraging Indian companies to start manufacturing quality steel. Then we won't have to import.

gfiles: *To produce one tonne of steel, a company has to move four tonnes of raw materials. Raw material sourcing and logistics prima facie offers tremendous scope for cost saving. Do you plan to outsource logistics operations or streamline them to save on*

inventories, freight, etc.? Of the total iron ore, coking coal, steam coal, limestone and other raw materials, how much do you produce inhouse and how much do you procure from the market? Have you revisited your procurement strategy?

PKM: We have sufficient iron ore. Last year, we exported 117 million tonnes of iron ore. Thirty million tonnes of coking coal are required in India; 75% is imported and 25% is our own. Our coking coal is not high-grade, there is a lot of ash content. So we have to mix it with imported coal to get the right chemical composition.

gfiles: *How is it that ICVL has not yet struck a single deal since its formation in 2007, whereas private companies have acquired several mines in Australia, Indonesia and African countries?*

PKM: ICVL was incorporated on May 20, 2009. It has been set up as a Joint Venture Company of five of the largest PSUs of the country with the objective of acquisition of coal assets for meeting the current and growing requirements of its promoter companies – SAIL, CIL, Coal India, NMDC and NTPC. The global coal industry has gone through a process of consolidation in the past few years. The best coal deposits are now controlled by a handful of global mining majors. These companies have acquired most of the junior mining companies. Consequently, opportunities for acquisition of good coal deposits are limited.

ICVL has been aggressively scouting for suitable coal assets in target countries such as Australia, New Zealand, Mozambique, Indonesia, the US and Canada. It has carried out detailed due diligence of several coal assets and also participated in bidding processes. It has been given autonomy to make investments in overseas acquisitions up to Rs 1,500 crore in each case. It has also been vested with the powers of a Navratna company without formal Navratna status. Due diligence is being done by international bankers. Only proposals for acquisitions in excess of Rs 1,500 crore need to be submitted to an empowered committee of Secretaries who will make their recommendations directly to the Cabinet for approval. We do not anticipate delays on account of proposals which may need CCEA approval.

gfiles: *The changeover from a specific rate of royalty to an ad valorem one under the new national mineral policy will increase the cost of iron ore and other raw materials....*

PKM: Ad valorem is to lend elasticity to the duty, to the royalty and it was in per tonne (fixed amount). Now the government has changed it. It is a government policy, so that the royalty is reflective of the market demand-supply scenario. Prices are not determined by such factors but the international price mechanism.

gfiles: *What is the status of the Indian Steel Alliance (ISA), an association of five integrated steel producers?*



‘SAIL plans to increase its saleable steel production capacity from the current 12 million tonnes to 23.13 million tonnes by 2012-13.’

PKM: It has been wound up. I have not heard of this organization for quite some time.

gfiles: *Keeping in mind the periodic tension between producers and consumers, and overpricing and marketing of domestic steel, should there be an independent regulator to oversee growth and regulation of the entire sector right from ore mining to the tariff structure for steel?*

PKM: I'm not in favour of any kind of regulation. Steel was deregulated in 1991. The growth in the steel sector has been very significant thereafter. The regulated regime does not necessarily lead to best results. Second, steel was taken out of the purview of the Essential Commodities Act. Third, import duty has been reduced very substantially on steel products. So it is facing international competition, showing prices are competitive in India. So it doesn't need a regulator.

gfiles: *SAIL has signed a slew of joint venture agreements or alliances with various entities, the notable one being the shipping*



REUTERS

JV with Shipping Corporation, the coal mining JV with Tata Steel and the strategic alliance with South Korea's POSCO. How many of the JVs have actually taken off? Do you have more JVs on the anvil?

PKM: SAIL has signed a few MoUs with international companies like POSCO. Some JVs are doing well, those in the power, cement and e-commerce sectors. Right now, the steel we make is based on coking coal and coking coal has become very expensive. So it is time we shift to alternative technology based on thermal coal because we have enough thermal coal. There are adequate thermal coal reserves worldwide whereas coking coal reserves are depleting. The day is not far when getting coking coal will become very difficult, maybe 20 years from now. So if we can bring new

technology... SAIL and other private sector companies are in the process of forging alliances with noncoking coal-based foreign manufacturers of steel like Kobe Steel of Japan and POSCO of South Korea. Recently, JVs were signed with RITES for manufacturing wagons for Indian Railways. Another JV has been signed by RINL with Railways to manufacture axles for them.

gfiles: *How has the steel industry grown in this fiscal and what is the projected production figure in the next five years?*

PKM: The next five-year plan will be known only in one year's time. The Planning Commission has been involved in this planning. We are making a five-year plan which is called a strategic plan for the purpose of a Results Framework Document (RFD). We have worked as per RFD and we have secured 106 points by the government. Some initiatives have been taken to strive towards the international benchmarks for production efficiencies and emission norms, such as lower power and coke consumption rate per tonne of steel, lower use of iron ore per tonne of steel and introduction of PCI & CDI.

In the new R&D policy, we want to identify the thrust areas, research them. How to increase efficiency of our plants based on indigenous raw material because indigenous raw material has certain peculiar characteristics like high phosphorus.

gfiles: *What about major projects in the offing?*

PKM: The steel industry is already open for 100% FDI. Arcelor Mittal wants to invest Rs 150,000 crore for making 30 million tonnes of steel. POSCO wants to invest for making 12 million tonnes. Some domestic players have also invested in FDI like JSW, Tata Steel, Bhushan Power and ESSAR. We are targeting 200 million tonnes of steel manufacture by 2020. The present capacity is 75 million tonnes, we have to add 125 million tonnes. So, to produce 125 million tonnes, multiply by Rs 5000 crore; it is Rs 625,000 crore in the next 10 years. Money is available and it will come.

—WITH INPUTS BY NARESH MINOCHA

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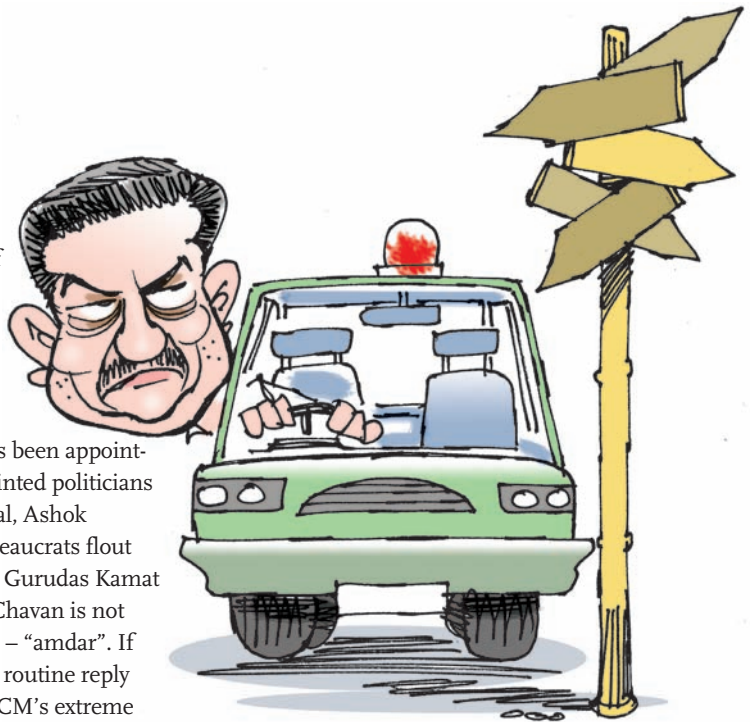
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Chary Chavan cm's being ultra careful!

THE Chief Minister of Maharashtra, Prithviraj Chavan, is being wary to the point of diffidence. Like Prime Minister Manmohan Singh, he is toeing the compulsions of coalitions! Chavan has been facing major problems with Ajit Pawar, the Deputy Chief Minister and leader of coalition partner Nationalist Congress Party. Pawar is rash, rustic and a man in a hurry. He proposes bluntly, issues threats and is intolerant of opponents.

But Chavan is in a difficult position because he does not have his supporters in the State legislature as he has been appointed by the Congress high command. As a result, even tainted politicians of Maharashtra such as Narayan Rane, Chhagan Bhujbal, Ashok Chavan and Vilasrao Deshmukh care little for him. Bureaucrats flout authority openly. Murli Deora, Kripashankar Singh and Gurudas Kamat are forever giving him unsolicited advice. Worst of all, Chavan is not easily accessible to the most important tribe in the state – “amdar”. If its members land up at Mantralaya, they are met with a routine reply from Chavan’s staff to make an appointment first. The CM’s extreme caution has his bosses in Delhi rather worried!



Games Nitish plays eye on pm's post

NITISH Kumar is trying to play hard to read. For one, he keeps telling the media that he is not a prime ministerial candidate. For another, he shrugs off the suggestion that he should come forward and give a boost to the disenchanted masses to revolt. I have been elected Chief Minister of Bihar for five years, is his terse reply.

Yet, behind the scenes, a politically strong group is working – with his tacit consent – to have him at centrestage as and when the opportune moment comes. A clutch of politicians in Mumbai and Delhi is working towards this goal. Their line of thought goes: it's either Nitish or Manmohan, the nation does not trust anyone else.

The BJP is aware of this and has alerted its leaders. The Nitish camp's only contribution is to make Opposition circles in Delhi understand that, under the circumstances, the Bihar politician is the best bet to get rid of the Congress.

From the Congress' point of view, time is running out for installing Rahul Gandhi as the Gen Next PM.



Housing and scheming worries over flats for poor

THE UPA is worried no end. The BJP and BSP are distributing free housing to the poor in the States ruled by them. To counter this, the Congress is planning a Rs 90,000-crore bonanza, bigger than NREGA, that will provide free housing for the poorest. The scheme will be funded by the Centre and States will only have to implement it, though it is unsure if the States will provide the land and clearances as fast as the UPA would like it.

However, the officials in Nirman Bhavan who have been burning the midnight oil to plan and execute the scheme are even more worried than their political masters. What if the scheme fails to benefit those it is intended for? This is a possibility, going by an incident in UP last month. A set of UP officials was shocked to learn that Chief Minister Mayawati



INSIDE EYE



ILLUSTRATIONS: ARUNA

was going to visit a colony where the flats had been allotted to the poorest of the poor. Intended for the destitute, the flats had actually been handed to middle class people by the officials. As



soon as word of the CM's impending visit spread, the TV sets, airconditioners and cars were removed by the officials. Mayawati completed her tour and left. But the truth was conveyed to her and all the unscrupulous officials were transferred.

2G probe: Dubious history jpc member's unsavoury past



ASK Mani Shankar Aiyar about the JPC on the Harshad Mehta scam and he will narrate how two prominent members of the committee had vociferously stated, "You will not name the industrialist house in the JPC." And no mention was made. One of those two august gentlemen is again there in the newly-constituted JPC on the 2G spectrum scam.

Since this is the state of JPCs, everybody is sceptical of the findings and action thereafter. Will the MPs dig out the truth in the 2G spectrum scam or will the affair be finally hushed up *a la* the Harshad Mehta and Ketan Parekh scams? There are industrialists involved and they have long tentacles to reach the MPs. Meanwhile, this is the second time that Dr Manmohan Singh will be questioned by a JPC. He was Finance Minister when the Harshad Mehta scam was unearthed and was questioned then. **g**

by **MG DEVASAHAYAM**

A group of us, including former civil servants, lawyers and other professionals, have set up the Forum for Electoral Integrity in Chennai. The objective is to combat corruption and money power in elections which is the root cause of the degeneration of politics and the resultant decay in democratic governance.

We address public meetings and student gatherings. With the kind of scams that are rocking the country and with governance hitting rock-bottom, we repeatedly face one embarrassing but poignant question: Can there be such massive and widespread corruption and fall of governance except with the connivance of civil servants – IAS and IPS officers? The unfortunate answer is No.

Take the election scenario. Bribery for votes has now developed into a sophisticated cash-and-carry business model with advance bookings, IOU coupons and the like. Sale/purchase of votes is no longer a stealthy activity, but is done in the open and even boasted about. So much so, formulae have been evolved and publicly brandished for making the voters “shareholders” in the massive loot and scams during elections. Cash for this is stored in containers and carried in cars and vans with police escort.

The entire election supervising machinery, from the Election Commission down to the District Collector/Superintendent of Police, is manned by civil servants. During election time they have a clear Constitutional mandate and exercise vast powers. If corruption and crime have overtaken the electoral process, it is the civil servants who are to be largely held responsible. However, the present EC leadership is fighting a rearguard battle to combat the menace. Hopefully, civil servants will cooperate fully in this.

India has been consistently rated among the most corrupt countries in the

SHARAD SAXENA



Civil servants,

Babus have nothing to lose but their servility

world. A majority of the population pays bribes to access revenue services, municipal services, public distribution, healthcare, education, electricity, land records, registration, forest, housing and so on. The police force is the most corrupt among the services surveyed. All this to deliver low-quality services.

Millions of BPL families had to pay bribes to avail of the benefits of the gov-

ernment's flagship NREGA scheme, directly administered by the District Collectors. Half of the BPL families had to cough up bribes even to get themselves registered for work. About 15% of the poor either paid bribes or used a “contact” to get the benefits of NREGA. This, despite the much-trumpeted “social audits”. Corruption in the issue of community certificates, ration cards



(Left) UP CM Mayawati with bureaucrats; (above) PJ Thomas (second from right); (below) people queuing during elections: do votes really matter?



P18

At higher levels, we have Secretaries to State governments and police chiefs who have totally surrendered to Ministers and prefer to share the spoils.

The general public has to pay bribes and compromise its dignity in the process.

At higher levels, we have Secretaries to State governments and police chiefs who have totally surrendered to Ministers and prefer to share the spoils. How else could an IAS couple in Madhya Pradesh amass assets worth Rs 360 crore? Uttar Pradesh and Tamil Nadu had Chief Secretaries doubling as real estate agents.

The Government of India's Home Ministry had a Director who sold state secrets for cash and women. Many civil servants own acres of land, posh houses and apartments, luxury sedans and have several bank accounts. Each of the megascams – 2G, ISRO-Devas, CWG,

POSCO, Vedanta, Adarsh, Lavasa – has the imprint of senior IAS officers.

PJ Thomas has inadvertently opened up the “barber’s pit” in his affidavit in the Supreme Court. He reveals that all the nine IAS officers empanelled in 2008 and cleared by the CVC for the post of Secretary to the Government of India, including himself, were tainted by charges of corruption, misappropriation, embezzlement, land grab and possession of disproportionate assets. Their main qualification seems to be their success in soliciting postings from the Prime Minister’s Office or the respective Ministers. This is the kind of person who is occupying top administrative posts in the Government of India. No wonder decision-making is coloured and there is a disconnect between New Delhi and the rest of India!

A recent editorial in *The Statesman* is revealing: “Much of the woes the UPA government is facing could be traced to allowing a small coterie of civil servants with roots in Kerala cornering all key posts at the Centre – from the President’s secretary to the Prime Minister’s principal secretary, the Congress president’s secretary, Cabinet secretary, home secretary, foreign secretary and the National Security Adviser.... It is not because of any rare confluence of talent in the small state of Kerala that most sensitive posts are filled by its citizens. Shameless subservience to their political masters and clannishness are the root cause of their rise and shine.”

The PMO, supposedly manned by the most competent civil servants in the country, is at the epicentre of this clannish coterie and is itself afflicted by major shams and scams, the latest being the secretive ISRO-Devas deal, which is being desperately concealed with the connivance of the media. The Thomas episode is further evidence of these in-breeds stooping to any depth to make

, unite!

and pension is far worse. These services also come directly under the District Collectors.

On the police side, registration and investigation of FIRs is the most primary responsibility of the Superintendents of Police. But this has become a racket and a massive source of corruption, forcing citizens to go to District and High Courts to seek relief.



the country a “Republic of Scams” and destroying institutions in the process.

Be that as it may, let us hark back to 1922 and recall the prophetic words of India’s first Governor-General, CR Rajagopalachari, then a freedom-fighter: “Elections and corruption, injustice and the power and tyranny of wealth and inefficiency of administration will make hell of life as soon as freedom is given to us.”

PERHAPS this dire prediction was at the back of Sardar Vallabhbhai Patel’s mind when he wrote to Prime Minister Jawaharlal Nehru in April 1948, advocating the formation of an independent civil service, in the functioning of which “political considerations, either in its recruitment or in its discipline and control, are reduced to the minimum, if not eliminated altogether”. This was strongly opposed by the Chief Ministers of the States and many members of the Constituent Assembly. In his speech to this Assembly in October 1949, the Sardar said: “The Indian Union will go. You will not have a united India if you do not have a good All India Services which has independence to speak out its advice – if you do not adopt this course, then do not follow the present system, substitute something else.”

Sardar Patel had his way and the AIS was established to “give a fair and just administration to the country and manage it on an even keel”. To ensure this and safeguard the civil servants from the “vicissitudes of political convulsions”,

these services were covenanted in the Constitution.

Set up under such challenges, the civil services had the basic philosophy of delivering de-centralized, good and honest governance to all citizens and uplifting the poor and the downtrodden. Such governance would pursue an equitable, small-is-beautiful, need-based, human-scale, balanced development while conserving nature and livelihoods. But most of today’s mandarins are pursuing the MNC agenda of turning the country into a 300-million-strong rich/middle-class market through FDI-funded, big-ticket projects by mortgaging the resources of the nation, leaving the 900 million “lagards” in the lurch.

In the event, civil servants have been dragged into the very vicissitudes of convulsive politics, scams and scandals

Former Telecom Minister A Raja after arrest in 2G scam: too little, too late?



against which they were supposed to be a bulwark. They have become accessories to the colossal corruption that in the last five years alone has exceeded the British colonial loot of India of about a trillion dollars. Due to the collective failure of civil servants in living up to the covenant of the Constitution, India’s democracy has diminished, giving place to a “kleptocracy” – a government of the thieves, by the thieves, for the thieves!

India conscientiously adopted the permanent civil service system. But, over time, it has descended into a spoils system, imbibing the worst of both. In the event, despite Constitutional protection, civil servants have abdicated their independence and political neutrality and have become willing pawns in the hands of ruling politicians. Many of them have compromised and some have become their joint-venture partners to enjoy prized postings while in service, grab coveted post-retirement sinecures, acquire properties and set up *benami* outfits to run business and corner lucrative contracts. Serving corrupt carpet-baggers has become their mantra, the *aam aadmi* be damned. This is a crisis situation for the civil services.

Is there hope? Yes, if civil servants revert to the constitutional scheme of things from which they have drifted and reinvent themselves to become a fearless, independent, honest and efficient entity bound by an esprit de corps which is absent now. For this, a few colonial and neo-colonial hangovers such as “bureaucratic gagging”, “subservience to political masters”, “too much protection” as well as the jack-of-all-trades culture should be done away with. Also to be discarded are obnoxious practices like clannish inbreeding and servile sinecure-hunting.

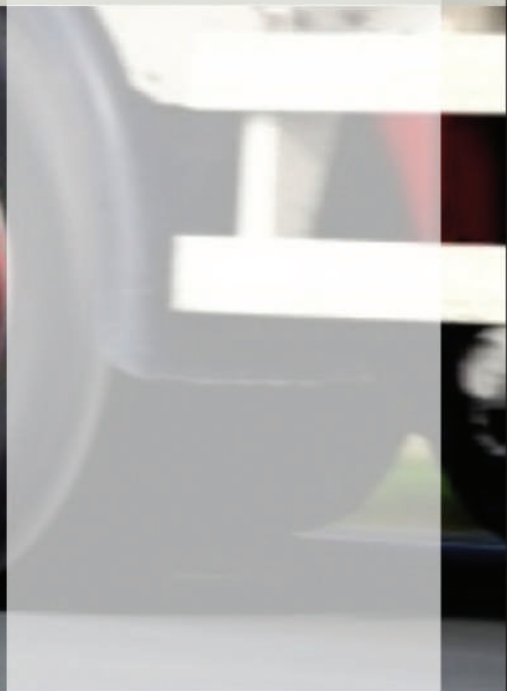
The message is clear: Civil servants, unite and assert; you have nothing to lose but your servility. The choice is obvious – resurgence or swansong! **g**

A majority of the population pays bribes to access revenue services, municipal services, public distribution, healthcare, education, electricity, land records, registration, forest, housing and so on.

NHAI

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The National Highways Authority of India (NHAI) has been the force behind India's growth and is responsible for the country's total length of 14,162 km of highways. It is implementing National Highways Development Project (NHDP) responsible for building world-class highways which is also a major initiative for capacity enhancement of the national highways.



The main components of NHDP include: Golden Quadrilateral (GQ) Connecting Delhi, Kolkata, Chennai and Mumbai Length: 5,846 km

North-South & East-West Corridors

Connecting Kashmir to Kanyakumari with a spur to Cochin (4,000 km) and Silchar to Porbandar (3,300 km) Length: 7,300 km

In addition to the projects under NHDP, NHAI is also currently responsible for about 1,000 km of highways connecting major Ports and NH 8A, 24, 6, 45 and 27.



NATIONAL HIGHWAYS AUTHORITY OF INDIA



An Open Letter to the Prime Minister

Respected Sir,

It had been an article of faith with me that, to set the country right, all we required was “a straightforward, effective, honest, firm, bold and well-meaning Prime Minister” who would be able to solve all the problems our country faces, with corruption in the forefront. With your elevation to the top, our hopes soared. With the reputation for integrity and learning that you commanded, people expected effective, bold and firm governance. Initially, we felt you were leading the country on that path but then that impression started waning. Disillusionment set in as scams started rolling out and peaked with the 2G spectrum affair.

The worst feature is that information about the 2G spectrum, CWG and other scams has been in the public domain for quite some time and yet no action was taken while the nation helplessly watched the loot of the treasury. In the 2G spectrum case, the information indicates that, on learning of the bungling, you wrote to the Telecom Minister, restraining him from allotting the spectrum without your permission. Despite that, after a while he issued allotment orders. He reportedly had the audacity to inform you of the allotment and you merely acknowledged his letter. The public has been discussing the issue for the past two years and certain knowledgeable sections have displayed all this correspondence. When it came to allotment of 3G spectrum, people’s groups exercised such pressure that the Minister could not make arbitrary allotments and had to hold an auction. That brought very high dividends and also focused the nation’s attention on the mischief related to 2G spectrum.

As public property, the spectrum was supposed to be held and operated by the Minister in trust, but it was disposed of in violation of the directions and procedures set by law, thereby betraying the trust he was bound to uphold and discharge as a public servant. This was criminal breach of trust as defined in Section 405 of the Indian Penal Code and punishable under Section 409 of the IPC with life imprisonment. It was an act committed by the Telecom Minister but you were in the know. It was incumbent upon you to have taken action against him as follows:

i) Dropped him from the Ministry so that he could not influence the department further, fiddle with the files and destroy evidence.

ii) Registered cases under Section 409, IPC, against him and others concerned, and ordered prompt investigation.

iii) Registered cases under the Prevention of Corruption Act against him and all others involved and conducted thorough searches of all their premises, including bank lockers and so on, and looked into their assets and attached the same so that these could be forfeited in future at the appropriate time.



With the reputation for integrity you commanded, people expected effective, bold and firm governance.



e Minister of India

Attachment was necessary at the initial stage as otherwise the assets would be disposed of, and cash and other moveables, including papers pertaining to benami properties, hidden.

By not taking such action you facilitated the crime, omitting the legal duty imposed on you as Prime Minister and committing an offence of abetment under Section 107 (3), IPC. Your argument relating to the compulsions of a coalition is not tenable in the face of the substantive crime. The case of the CWG scam is similar.

The appointment of PJ Thomas as CVC is a very obnoxious affair. The highest watchdog of integrity and morals in the country cannot be facing criminal charges himself. Your government has not accorded sanction for prosecution, without which no trial can commence. Punishing the high and mighty for corruption or related cases is not a done thing in India. I can safely infer, though it is painful, that all the governments have been protective of the high and mighty corrupt. Corruption, exploitation, tax evasion, misappropriation of public funds and the like are treated as perquisites of VIPs. But empanelling for higher responsibilities a bureaucrat against whom a chargesheet has been framed and the sanction for prosecution has been pending for years constitutes a crime against the nation. The sanction was pending with the Centre since 2003 or so, how could the government feign ignorance? This culpable act was committed on many occasions: at the time of his empanelment as Additional Secretary and as Secretary, at the time of posting as Secretary to the GOI, and at the time of selection as CVC. On the last occasion, the Leader of the Opposition brought the issue to the notice of the committee chaired by you but was overruled. The constitution of the committee is defective in that the association of the Leader of the Opposition is meaningless as he or she can always be overruled by the PM and the Home Minister as they will always be on the same side. But since, in this case, she brought it up, the government cannot plead that the State government had not sent the information. The obvious inference is devastating as the people have started holding you personally responsible for fomenting corruption, though at the same time they may swear by your personal integrity.

There is a political stalemate in Parliament on the 2G spectrum affair, but the common man is concerned with a fair investigation and recovery of the misappropriated wealth. My worry is that, while the polemics continue, the evidence is being destroyed and lost. The CBI has been asked to register cases and conduct investigations but at the same time probes under the CAG and VK Shunglu have also been set up. These are supposed to be fact-finding bodies, but the facts are already in the public domain. Besides the report of the CAG, the media has already investigated and marshalled the facts with documents that are public and prima facie establish committing

SHARAD SAXENA



Monitoring by the Supreme Court did not succeed in the Jain hawala case as that case was scuttled.

Steps to stem the rot

From my long experience of investigating corruption cases and in my fight against corruption in high places that started publicly in 1996 with my article, "How to Make CBI a Free Agency", I outline below the first phase of measures that require to be adopted if the government really means business:

- i) Establish an "Independent Commission Against Corruption" that will cover all shades of public servants as also people from the private sector. The commission would be free of any governmental control and would include the functions of the proposed Lokpal, the existing CVC, the CBI and the enforcement directorate as also of the government at present in relation to corruption cases.
- ii) Repeal the provisions of Section 26 of the CVC Act as the registration and investigation of a crime should not require any permission from anyone for any criminal charged with corruption even if he be a constitutional functionary or a legislator of any description.
- iii) Repeal Section 19 of the Prevention of Corruption Act. This is a requirement of a colonial power and not of a democracy that boasts rule of law.
- iv) Amend the Prevention of Corruption Act to provide for more stringent punishment. As of now a person amassing even thousands of crores of rupees through corruption does not attract punishment beyond seven years. It should extend to lifelong punishment for corruption or amassing assets beyond a certain level. Do away with notional fines; a provision needs to be made to confiscate properties to recover the amount equivalent to misappropriation along with penalties.
- v) Make tax evasion a cognizable crime punishable with a jail term that should be commensurate with the amount evaded.
- vi) Amend the Representation of the People's Act to debar all chargesheeted persons from fighting elections or from holding any office in the government or in any registered political party. Persons convicted for any term, of course, cannot find any place.
- vii) Rules under the Benami Property Transactions Act, 1988, be framed and promulgated immediately.

Other measures can follow but, if we mean business, the whole spectrum of laws and enforcement needs to be recast and implemented without any distinction or favour.

of criminal offences. As per the Supreme Court judgement dealing with the preliminary inquiries, it was clearly laid down in the Serajudin case from Madras (as reported in AIR, 1971, page 520) that the moment a criminal case is prima facie made out, all the inquiries should stop and investigations under the Code of Criminal Procedure should commence. The ruling is as good as law and setting up these committees in this case is bad in the eyes of the law. The JPC, as the government says, may be a political weapon but all these committees, including the JPC, go against the above ruling and hence are illegal. All this will hamper the investigations and recovery of the lost wealth. The Opposition contends that the JPC will pinpoint the responsibility and also study the procedures and suggest measures to prevent such occurrences in future. Fixing responsibility and collecting the evidence for prosecution is the task of investigation. The JPC can look into procedures better after the investigations are over and all the records have been collected as otherwise all these committees hamper the process of investigation and damage the criminal cases.

Investigation, ie collection of evidence, is the most crucial aspect as the court will adjudicate on that. Committees collect and project facts which are not necessarily evidence. But investigations must be conducted by an agency independent of the government. All the governments have misused the CBI for their ends and as such the people have lost confidence in the CBI. An organ under the government cannot go against it and even if it is fair it will still have to prove its credentials every



time. For this reason, most countries have independent investigating agencies like the Independent Commission Against Corruption. We are unable to ratify the UNCAC as that presupposes the independence of the investigating agencies. Ratifying the UNCAC would help us trace and recover the huge amount of black money lying in tax havens.

That, however, is a basic reform. Right now, to do justice and to restore public confidence it is necessary that SITs independent of the government, reporting to the Supreme Court, be set up. The SIT can be monitored by a distinguished retired police officer in no way under the government, as only he would be effective. He should write and endorse the ACRs of all its officers. Monitoring by the Supreme Court has been proposed in certain circles, but that experiment did not succeed in the Jain hawala case as that case was scuttled despite Supreme Court monitoring.

I am sorry to have recorded, however unpleasant, the legal position as you are answerable to the law of the land, your inner self and to history as I noted in the context of the black money of our country in my book, *Financial Terrorism: Black Money and the Indian Elite*. I reproduce the relevant excerpt: "However, the country expects action from the Prime Minister who is revered as an economist, an academician and an honest person though surrounded by dishonest and fraudulent crowds, by and large, who themselves may be having such accounts like any other person in power in India. It may be argued that if action is taken, the government may fall as most of the elite, including the civil servants and big businessmen, also hold such slush. The moot point is whether the PM owes his loyalty to such criminals or to the nation. What if the government of the day falls, the nation will surely rise? The nation will be galvanized, will be hopeful about the future and the PM would have an occasion to select a more honest team. The PM is fortunate to be blessed with this great opportunity, but if he ignores or misses it, he will be answerable to the nation, to himself and to history. Such tailor-made opportunities seldom visit though only the brave can avail. One can extend best wishes and cooperation to the PM if he undertakes this most sacrosanct national task."

The media has highlighted the declaration by Smt Sonia Gandhi to provide for a Lokpal and to amend the law on corruption to make it more effective and fast. Certain sections of public opinion have called it cosmetic and meant to score political points against the opposition. As reported in the media, all the constitutional functionaries have been kept out and all the politicians in power have been protected by the provision of permission from the presiding officer of the House, thereby extending the provisions of the infamous single directive to all these dignitaries. Public servants beyond a certain level already enjoy this privilege under Section 26 of the CVC Act. Then why this lame Lokpal? Can't we imagine any government action, even the laws, without extending privileges? This feudal bias has to end. The law against corruption should be more stringent against the higher-ups as the capacity for corruption is directly proportionate to the power exercised. Corruption and misappropriation are crimes and no criminal should be shown any consideration. No permission is required to proceed against a person charged with the most heinous of crimes like murder or rape. Then why so in cases of corruption? The only likely reason is that it is a crime committed by the powerful, so they have enacted a shield to protect themselves.

Yours sincerely,

BR Lall

(Retired DGP, Haryana)

(BR Lall joined the Indian Police Service in 1967. He was CBI Joint Director and steered the Jain hawala, Assam LOC and Indian Bank probes. Repatriated from the CBI due to his insistence on investigating the powerful, he has given an account of his experience in Who Owns CBI: The Naked Truth.)

JEAN Paul Jainsky joined the Sagem Group in 1975, with Société Anonyme de Télécommunication (SAT) – a subsidiary of Sagem and a pioneering company in infrared technologies. Since July 2007, he is the Chairman and CEO of the new company, Sagem Sécurité – named Morpho since May 2010.

interviewed by MEERA KRISHNAN

gfiles: What is Morpho's role in the UIDAI project?

Jean Paul Jainsky: Mahindra Satyam will look at systems integration of the final solution, while Morpho will deploy its biometrics technology. The techniques used in the field of biometrics, which are the core activity of Morpho, are development of the acquisition and processing of 10 fingerprints, of facial recognition and iris recognition, the combined use of these technologies in multi-biometrics, and also the progress in matching algorithms.

gfiles: What are Morpho's key strengths which will help it deliver the world's largest biometric project in India?

JPJ: Morpho, Safran Group, as a group leader, has implemented more than 450 biometrics systems in more than 100 countries for applications such as digital national population register, multipurpose ID card, driving licence, e-passport. We have implemented our solutions in each continent, facing every environmental and geographical challenge in countries such as the US, Canada, UK, France, Germany, Brazil, Colombia, Mexico, South Africa, the Cote d'Ivoire, the UAE, Malaysia and Australia.

gfiles: What is the key technology differentiator of Morpho as opposed to the other consortia in the UIDAI project?

JPJ: We have the widest proven field experience. Our technology is constantly improving through experience in the field. We have been in the biometrics market for 35 years. Our R&D



force is composed of 1,300 engineers dedicated to the improvement of identification and biometrics solutions. As a high-tech company within the Safran Group, Morpho is the only company today that covers the entire technological chain of identification solutions and data security systems – biometrics enrolment, biometric algorithms, smart cards, pattern recognition, data and image processing, secure embedded software, secure electronic transactions, e-authentication, cryptography, secure printing, smart cards production and personalization, and advanced system architecture. We are the only company with end-to-end solutions in identification and biometrics.

Morpho has superior technology and know-how in the field of acquisition and processing of high quality images and shape recognition algorithms in order to

capture, analyse and compare biometric data that guarantee identification. In fact, Morpho's fingerprint-based personal authentication technology was recently ranked number 1 in the Proprietary Fingerprint Testing (PFT) competition organized by the US' National Institute of Standards & Technology (NIST), a global benchmark for the measurement of biometric algorithms. Unlike other consortia involved in the UIDAI project, we are the only consortium led by an Indian firm – Mahindra Satyam.

gfiles: What kind of work has Morpho done with organizations like BEL, NREGA and the like in India, prior to the UIDAI project?

JPJ: Morpho is involved in a number of e-governance programmes in India. Our subsidiary in India is a market leader in this space and has been active in a number of e-governance pro-

'Morpho has implemented biometrics systems in over 100 countries for digital population register, multipurpose ID card, driving licence, e-passport.'



'Indian bureaucrats are extremely meticulous'



BEL facility (left) and NREGA project (right): Morpho cuts a wide swathe

grammes – providing smart cards, technology and also field implementation such as driving licences in various States, the RSBY programme and a large number of other e-governance initiatives. Morpho has been implementing biometrics and smart card-based programmes worldwide and we have a lot of experience in various cultures, countries and contexts. For this reason, Morpho has been very successful during the pilot ID card programme supplying Bharat Electronics Limited, while providing the hardware and software needed to capture biometric data. We are also involved in many social schemes like the National Rural Employment Guarantee Act (NREGA), the Rashtriya Swasthya Bima Yojna, the Public Distribution System, the Employee State Insurance Corporation and the Multipurpose National Identity Card scheme.

gfiles: *Post-UIDAI, does Morpho plan to invest/be part of social schemes like PDS, employee pension....*

JPJ: Most of the Indian e-governance

programmes have a significant impact on the social context and are bringing great value to both the government and the customer. For this reason there is a lot of interest and active take-up at the field level. Morpho will be glad to participate in future Indian social schemes.

gfiles: *How is the technology in India, compared to other countries where Morpho has worked before?*

JPJ: India is an advanced technological country. It offers very good training in the technological sectors. Thus, implementing such a challenging project is not very surprising. In addition, understanding the biometrics technology is a key element in the project for all the actors involved (the government, the firms, and the residents). The main challenges are infrastructure, climate and geographical conditions. However, setting up the UIDAI project in some remote areas will be like in other countries where we worked. We will use our experience and adapt the solutions to India to create a highly reliable customized solution. The major logistical

issue we faced was during the submission of the EOI. In fact, the volcano cloud in Iceland cancelled so many flights that it made it difficult to send to India some of the administrative work done in the headquarters in France.

gfiles: *How was the experience of dealing with bureaucrats in India? Was it a big challenge for an international organization to be a part of India's largest project?*

JPJ: Another key strength of Morpho is our presence in India. We have been present in India for a long time. Almost 1,200 people work for Morpho in India, and this represents about 20% of our worldwide strength. Apart from being a significant commitment towards India, this represents our faith in the UIDAI programme as well as being a key factor that will help deliver success. Therefore, Morpho has long experience with Indian bureaucrats. Indian bureaucrats are not so different from elsewhere. They are dedicated to their job. So, they tend to be extremely meticulous in the process they adopt. Dealing with bureaucrats in India has been eased by our experience in India and our partner's experience too. Plus, being an Indian consortium is a really good asset.

gfiles: *While Morpho is already one of the key partners (along with Mahindra Satyam) for the biometric contract in the UIDAI project, what are the other large State/Central or public sector contracts/projects that the company is eyeing or is going to bid for?*

JPJ: Partnering with Mahindra Satyam, Morpho has had the opportunity to be part of the prestigious UIDAI project which is a major technological challenge since very few companies in the world are capable of successfully implementing such a large database. As we are already involved in the project, we will certainly be present in the e-governance projects that may come about soon in India. **g**

by MAJOR GENERAL MRINAL SUMAN

EVERY survey, carried out by different agencies, shows the military at the top of the people's pick for probity, loyalty and selflessness. Citizens have put soldiers on a pedestal and feel let down whenever cases of their unbecoming conduct are reported. Even minor aberrations carry considerable shock effect. That is the reason why the amassing of illegal wealth by a bureaucrat couple does not impact public conscience while an Army chief seeking allotment of a plot is viewed as a questionable act.

Although every organization strives for a respectable standing, the need for recognition in an army's case becomes critical as soldiers draw strength from the admiration and acknowledgement that they receive from their countrymen. Soldiers are always very sensitive to negative portrayal as it threatens the very edifice of their sense of military honour from which they draw their sustenance.

Unfortunately, of late the Indian Army is losing its exalted status. It has been in the news for all the negative reasons in recent years – both factual and perceived. Its standing has taken a hit. Earlier, the olive green was always associated with uprightness, honour and ethical conduct. But various acts of commission and omission during the past decade have tarnished its sheen and the people have begun to wonder if the Army really is "different". The indicators are there for all to see. Reputation, once lost, cannot be regained easily. Therefore, it is time the Army acts on a war footing, lest the situation drift beyond easy redemption.

The public's respect can be earned only through unblemished behaviour and upright conduct. These are irreplaceable requirements of fundamental importance. Therefore, the Indian Army must strengthen its internal self-correcting mechanism to prevent acts of misde-

SOLDIER, heal thyself

The Army must undertake a campaign to redeem itself in the public eye

meanour. While putting its house in order, the Army should simultaneously undertake a well-evolved campaign to regain its waning standing.

Such a campaign should not be based on media management through questionable means and suppression of fact. That would be a short-sighted and counterproductive policy. Paid-for publicity and planted write-ups lack legitimacy and credibility. They may be valid means for building brand image by corporate entities but the equation between the Army and the citizens is based on trust, honour and commitment. It cannot be brought down to a mundane seller-buyer relationship. Therefore, the Army should aim at establishing rapport with the public through transparent interaction, honest admission of mistakes and prompt corrective action to prevent recurrence.

Four key contours of a suggested campaign are herewith delineated:

Innovative, pro-active public relations drive

PUBLIC relations is often mistakenly taken to mean publicity. For an army, public relations is an all-encompassing reflective paradigm with the aim of building understanding with countrymen and retaining their goodwill. Through a well-conceived public

relations exercise, misconceptions and prejudices entertained by some segments of society can also be removed. On the other hand, publicity confines itself to spreading awareness to build a favourable impression which may be based on fact or on unsubstantiated claims.

Unfortunately, the Army brass has failed to comprehend the intricacies of effective public relations and factors that influence public opinion and attitude. Being a highly specialised and multifaceted activity, public relations must be handled by specially trained personnel. The help of external experts and agencies should also be taken. They are of immense value in crisis situations when speedy transmission of accurate and authentic information to the right quarters can help clarify doubts, remove uncertainty and contain damage to reputation. Media professionals with a better understanding of the defence services can be used to help bridge the gap between the services and the public.

Regular organizational communication

ORGANIZATIONAL communication is issued to spread awareness both amongst its own members as also the general public. Its potency depends on the credibility it enjoys for honest,



(above) Adarsh building: scam in uniform; (below) service chiefs with Minister Antony: in need of image-building

The Indian Army is losing its exalted status. It has been in the news for all the negative reasons in recent years – both factual and perceived.

transparent and ethical reporting of fact, both favourable and unfavourable. It can be in the form of periodic newsletters, press releases or press briefings. However, such communication must be managed by specialists well versed with the various aspects of environmental interfacing.

With an explosion of 24x7 news media, every channel strives to be the first to “break the news”. They are even ready to compromise on fact-finding. If the Army does not disseminate information speedily, the media will simply go to ill-informed or unreliable sources. Therefore, it is imperative that the organization ensures correct and timely dissemination of news to the media. Professional help can be utilized to read and edit such communication to make it “idiot-proof” – words like suspect/allege/fear, which we use interchangeably, have different connotations when it comes to the media.

The Indian Army has singularly failed in this respect. Instead of depending on the amateurish Sainik Samachar (issued by the Ministry of Defence), it should undertake dissemination of fact in a forthright manner and clear misconceptions. Rumours and loose talk gain credence only in the absence of an authentic version of fact. In the recent past, we were witness to misinformed media campaigns about the Sukhna and Adarsh Society affairs. It was a major failure of the Army not to educate the media and the campaign to tarnish the Army’s image ran unopposed. Not a single communication was issued to clarify the facts. In addition to traditional conventional media tools, the Army must utilize interactive websites and blogs. These modern communication tools provide two-way interaction, thereby facilitating gauging of public attitude and feeling. Such feedback helps in modification of communication strategy.

PIB





Skilled articulation by senior officers and ex-servicemen

ALTHOUGH India does not have the convention of senior Army officers addressing the media regularly, whenever a chief interacts with the media he gets wide coverage. Such opportunities should be utilized to project accurate and honest fact before the nation. Unfortunately, in the recent past such interactions have proved to be highly detrimental to the Army's reputation. As is the practice in the US and other countries, senior Army officers should be trained to interact with the media to put across facts and opinions in a coherent and objective manner.

Due to a lack of genuine content, all TV channels resort to conducting group discussions with invited experts. It is the most cost-effective option available to them. Senior retired Army officers located in the National Capital Region (NCR) are a common feature of these discussions. They come ill-prepared and are generally not fully conversant with the complexities of the subjects under discussion. Consequently, they do more harm than good to the Army's standing.

The Army must tap this powerful source and utilize the services of suitable retired officers to project fact and opinion in a well-considered and balanced manner. A small cell can be established at Army Headquarters to brief officers and apprise them of the main issues before they appear before TV cameras. The aim should not be to tutor them to

To start with, the Army must never try to manage or manipulate the media. It pays to be honest and accept blame, where due.

parrot official lines but to equip them with information. If the US can utilize the services of ex-Presidents to further national interest, the Indian Army can certainly benefit from the freedom of speech enjoyed by the retired officers.

Conduct in public

CONDUCT in public is by far the most effective public relations exercise. Unfortunately, citizens do not see soldiers undergoing extreme privation in inhospitable border areas. They form their impressions about soldiers and the Army through their limited interaction in cities. It is essential that the dress and conduct of soldiers in public places like railway platforms and markets be exemplary.

Minimal discomfort should be caused to the general public by our actions. Every time a road is blocked temporarily or permanently in the name of security concerns, the debarred civilian users wonder whether their own Army cares for their convenience. Similarly, whenever normal traffic is stalled to make way for a senior officer to jump the red light, the affected commuters feel slighted and offended. Incorrectly parked military vehicles in crowded markets invariably invite unflattering comments from the inconvenienced public. These

aspects need strict disciplinary enforcement.

Conclusion

TO start with, the Army must never try to "manage/manipulate the media". It pays to be honest and accept blame, where due. The Army must tell the environment that, like any other social organization, the military consists of living human beings with their normal share of failings and idiosyncrasies. Therefore, some aberrations are bound to occur. However, what needs to be emphasized is the fact that the number of acts of indiscipline in a 1.3-million force is minuscule. Moreover, prompt disciplinary action is always initiated against defaulters. Unlike other organizations, the Army has a very effective self-correcting mechanism in place.

The last decade has been a testing one for the Army. Due to the high-expectancy syndrome, the public has zero tolerance for any transgressions by soldiers, howsoever insignificant. Resultantly, flak received by the Army for even minor indiscretions is out of proportion. The Army's public relations campaign has to function under this constraint of high expectancy. Professional and scientific techniques have to be specifically evolved to correct misconceptions. **g**

A web portal providing complete information on the Government





Ah, the scent of jasmine!

Uncle Sam's chickens come home to roost

THE 82-year-old Egyptian President, Hosni Mubarak, stepped down and took the first non-presidential flight out of Cairo, bringing to an end three decades of his dictatorship. If that was not enough, he left the Vice-President and Prime Minister to face the music with the Army sitting on top of their heads. It took 18 days of sustained demonstrations by determined protesters at Tahrir Square to send him scurrying for cover.

The Army was quick to dissolve the Parliament and suspend the Constitution with the promise of holding free and fair elections within six months. That is too long a period for the Egyptians to keep their fingers crossed. For all you know, the Egyptians might have jumped from the frying pan into the fire. Landing in the lap of a military junta is hardly an escape from a dictatorial regime.

Dictators think they are invincible till their authority is challenged. And then they suddenly realize how vulnerable they are. When that happens, the first thing they do is flee like frightened squirrels.

Pro-democracy protests are triggered by rampant unemployment, inflation, corruption, poor living conditions and repressive governments that drive the masses to breaking point. The fragrance of the recent pro-democ-

racy movements in the Arab world led the media to dub it the Jasmine Revolution.

Tunisia was a precursor to what happened in Egypt. The revolution that started on December 18 last year ended in just 28 days. The people put an end to 23 years of iron rule by the 74-year-old dictator, Zine El Abidine Ben Ali. Ben Ali fled to Saudi Arabia with his family. Only, this time, their holiday may be of a permanent nature.

Meanwhile, in the US, Barack Obama is twiddling his thumbs nervously. First, Tunisia, then Egypt and the Jasmine Revolution seems to be churning the Arab world, sucking into its vortex nations like Algeria, Yemen, Jordan, Bahrain, Libya and Morocco. Some more nations in the Middle East may follow suit.

The fate of these governments is the last thing on the US government's mind. Its main worry is that, if this continues, the US might be left with fewer allies to deal with Iran.

US foreign policy has always been very transparent. It has propped up many dictatorial regimes to emphasize the vibrancy of its democracy. The good thing about dictatorships is that the US has to deal with only one person to push its indulgent foreign policies.

The US proudly flaunts its magnanimity by pumping money into these countries in the name of aid. However, it is least concerned whether these funds are used for development projects.

Usually, the dictators divert most of the funds to their private accounts in foreign banks. But that is what the US government secretly hopes for! Once that happens, the dictator becomes a puppet of the US government and lives in perpetual fear of being exposed. The greatest bonus for the US is that, when such dictatorships collapse, it can start supporting the people's movement to prove its democratic credentials.

It is not the Jasmine Revolution or its ripple effect that is bothering the US. What it fears is that the people of these countries may eventually realize that it is the US which is responsible for their misfortune and

the fragrance of jasmine may not be so sweet for the US. It might be the biggest loser in the Jasmine Revolutions sweeping the Arab world but the biggest gainer may well be its strongest ally – Israel. **g**



The US fears people in these countries may realize it is the US which is responsible for their misfortune... the fragrance of jasmine may not be so sweet for the US.

by PRASHANT HAMINE

THE Union Ministry of Panchayati Raj, in view of the financial year ending, may now have issued a circular to all the State governments to utilize funds allocated by it. Yet, when it came to the just-concluded 14th National Conference on e-Governance at Aurangabad, Maharashtra, the Ministry was nowhere to be seen. This was glaring as the theme of this year's conference was "Rural e-Service Delivery".

No award-winning farmers, sarpanches or any government or voluntary agency working in the rural sector were invited nor were their views sought or taken note of. Mainly organized by the Union Ministry of Administrative Reforms and Public Grievances along with the Union Ministry of Information and Technology, the meet had Ministers, bureaucrats, experts, academicians and corporate honchos deliberating on topics like "Rural e-Service Delivery – Status and Challenges", "e-Governance in Promoting Rural Entrepreneurship", "Enabling e-Panchayats" and "Focus Sector – Agriculture: ICT (Information and Communication Technology) in Agriculture". As Dr Sneha Palnitkar of the All-India Institute of Local Self Government (AIILSG) remarked, "Nobody attended the said conference."

Also noticeable was the absence of the National Bank for Agriculture and Rural Development (NABARD). There was no representation from the Maharashtra government-run Yashwantrao Chavan Academy of Development Administration (YASHADA). The institution has organizational wings that deal with rural governance. Another prominent voluntary agency that should not have been missing was the UN-recognized

What a farce, my

Amidst much fanfare the Centre and State government held the two-day 14th National Conference on e-Governance at Aurangabad from February 10. Behind the corporate glitz, the conference stopped short of meeting the expectations of the average rural Indian. In fact, the ordinary rural Indian for whose betterment the conference was held, was nowhere to be seen. Even major stakeholders like the Union Ministry of Panchayati Raj and Agriculture were conspicuous by their absence



Rambhau Mhalgi Prabhodini. And key Ministries that were absent included Women and Child Development, Power, Health, Social Justice, Revenue, and Food and Civil Supplies.

The organizer-stakeholder disconnect was apparent throughout the conference and its three plenary sessions. It was amply exemplified by a representative from Uttar Pradesh objecting strongly to Protiviti Managing Director Pankaj Arora describing panchayati raj institutions as "business units" in his presentation during the plenary ses-

sion on "Enabling e-Panchayats". So enraged was the UP representative that he stated, "Please do not treat panchayats as business units. They are elected bodies. Please do not try to further your business interests here."

Delivering the keynote address, Maharashtra Chief Minister Prithviraj Chavan admitted that the people were not entirely happy with the way the government functioned and were willing to shell out money for services they needed. According to him, the biggest challenge in ushering in e-



countrymen!



(Left) Prithviraj Chavan at the conference and (above) e-choupal: visible disconnect

There were no views taken nor sought from any award-winning farmer, any sarpanch or voluntary agencies working in the rural sector.

governance at the panchayat level was bridging the digital divide in terms of language compatibility and keeping pace with the technological advances in the information technology (IT) sector. Though he was expected to announce his government's much-awaited IT policy, in the end this did not materialize.

The Union Minister of State for Public Grievances and Pensions, V Narayanswamy, was expected to give directions on the government's plans for promoting e-governance in local

self-government bodies and in the government at large but this too did not happen. The IT sector accounts for 24% of the country's exports. He did point out the concept of paperless offices in European countries and the need for India to take the lead in development of hardware technologies in the IT sector. Narayanswamy also admitted that there was lopsided progress when it came to implementing e-governance initiatives at the State government level.

The lopsided progress made by

States in terms of e-governance was also evident in the presentation of the national awards for e-governance. Of the 15 awards, seven were bagged by Karnataka and Gujarat while Uttar Pradesh, Kerala, Madhya Pradesh, Maharashtra, West Bengal and Tamil Nadu shared the rest. Maharashtra's prestige was salvaged by Gadchiroli District Collector Atul N Patney, whose e-Disaster Management Cell has come up with an innovative system of SMS flood threat alerts for the people. Not so long ago, Union Home Minister P Chidambaram, touring the Naxalism-affected district, had snubbed Patney and prevented him from making his presentation.

In his welcome address, Maharashtra Governor K Shankar-narayanan pointed out that the biggest hurdle to good governance is corruption which is preventing the fruits of development from reaching the common man. He also raised the rather uncomfortable question of infrastructure while arguing that, if the government were to provide computers to a school in Gadchiroli, then it needed to ensure that the village school had proper classrooms and power supply to run the computers and trained teachers to teach the use of computers.

MAKING his presentation on "Rural e-Service Delivery – Status and Challenges" in the first plenary session, Vikas Agarwal of KPMG made the usual references to 72% of India's population living in villages, and the problems faced by people in accessing government services as well as the presence of middlemen. He argued that technology should be used where it is absolutely necessary. Ramesh C Misra, Secretary, Union Ministry of Administrative Reforms & Public Grievances, harped on the government having already started



87,000 of the one lakh Common Service Centres (CSCs) which utilize ICT in providing land records, birth and death certificates and so on to rural people.

Interestingly, both Agarwal and Misra's impressive-sounding presentations were laid low by IIM, Ahmedabad, professor Subhash Bhatnagar who revealed that an IIM survey had found that CSC employees had no work but inoculating pigs! He said that, during his interaction with Microsoft CEO Bill Gates, the latter had remarked that in India there is too much hype about the need to usher in IT in governance. Bhatnagar pointed out that IT is a means and not an end in itself.

He further disclosed that the IIM survey revealed that it took around three to four trips, amounting to around Rs 150-200, inclusive of bribes and other costs, for a farmer to procure any official document from the taluka or district government office. He slammed the administrative machinery for insisting on lengthy paperwork and not getting right the basket of services on offer.

REFERRING to the CSC initiative, Bhatnagar termed it a case of putting the cart before the horse. He said it should have come after the government implemented its e-district programme. The professor's remarks on government hype about IT and CSCs stung Shankar Agarwal, the Additional Secretary, Union department of IT. Agarwal argued that the CSCs were doing a good job in providing government services at the doorsteps of villagers.

NASCOM chairman Harsh Manglik argued that the country still does not have far and wide e-connectivity. Himanshu Misra of Tata Consultancy Services (TCS) too advo-

Former Planning Commission member RP Sinha admitted that many of the e-governance and IT initiatives appear to be 'wishful thinking'.



Rural e-service: can the future be bright?

cated the judicious application and use of IT solutions rather than reckless use. He reminded the gathering about the pitfalls of universal application of IT solutions, arguing that what might work in one region of the country may not necessarily work in another. He also pointed out that people in rural India lacked the soft skills of communication though several speakers before him emphasised the growing number of mobile telephone users in the country.

Former Planning Commission member RP Sinha admitted that many of the e-governance and IT initiatives appeared to be "wishful thinking". He argued that there is no clear "destination scenario" before the government in terms of what it intends to achieve and in which timeframe while introducing IT in governance. Sinha sought to remind the gathering that there is a vast difference between what is meant by e-governance and e-government. He further argued that the government initiatives so far have not empowered anybody.

The absence of the Union Minister for Panchayati Raj, Vilasrao

Deshmukh, was regrettable. Being a former sarpanch, he could have provided valuable insight into the functioning of the panchayats. Nor was any sarpanch from a village that had won the State government's recently-awarded Adarsh Gram Yojana called to give his views.

The concluding fourth plenary session on "Focus Sector: ICT in Agriculture" should ideally have been presided over, if not attended, by Union Agriculture Minister Sharad Pawar. But that task was left to the Union Food Secretary, Dr BC Gupta. Making his presentation on ICT in agriculture, Col Ajay Sharma of the TCS summed it up well by arguing, "The Indian farmer needs to be treated as a professional rather than a subject of subsidy."

In all the deliberations of the four plenary sessions, especially on agriculture, the role of women was utterly overlooked. In rural India, women form the bulk of the workforce in agricultural farming, being involved in almost all agriculture-related tasks. The closest anybody came to recognising the role of women was the exhibition stall put up by the Kolhapur Municipal Corporation, where badges were pinned on the delegates – urging them to pledge support to protection of the girl child.

At the end, the stall put up by Maharashtra's IT department, highlighting its achievements in implementing the National Land Reforms Modernisation Programme, won the State its second award of the conference. **g**

On the Brink of a Memorable Milestone... 50 years of Freedom



Shri Digambar Kamat
Hon'ble Chief Minister,
Goa

EDUCATION



INDUSTRY



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HEALTH



TOURISM



As we march to the milestone of the Golden Jubilee of Liberation from colonial bondage in the coming year, we pay homage to Goa's intrepid freedom fighters and the valiant Indian Army on the memorable day when 49 years ago the Indian Tricolour waved for the first time in freedom across Goa.

Since then our state has made rapid strides in social and economic spheres. As a tourist destination, it is second to none in the country, and does not lag behind in crucial social and economic indicators. It occupies a prime position in per capita income and in important signposts like female literacy, social welfare and health care. In overall literacy rate, Goa ranks among the highest in the country.

Goa may be among India's smallest states, but its hospitality - both in spirit and as an industry - has remained unmatched. Indeed it has made rapid strides in all fronts since breaking free on December 19, 1961. And it is the indomitable spirit of the people of Goa that has made this possible.

On this occasion of both solemnity and celebration we pledge to keep the flame of freedom burning in our hearts and in our land.

Jai Hind! Jai Goa!

Issued by:
Department of Information and Publicity
Government of Goa





Myths and Reality about the Trinamool-Maoist NEXUS

What the CPI(M) is trying to do, ably assisted by junior cohorts of the Left Front, is to pass off Maoist killings as the deeds of joint Trinamool-Maoist forces

by **DIPTENDRA RAYCHAUDHURI**

The Myth

OF late, on almost every occasion the CPI(M) has been harping on the Trinamool-Maoist nexus in south-west Bengal. A pro-CPI(M) Bengali TV channel regularly reports the attacks carried out by a “Trinamool-Maoist” forces. *Ganashakti*, the CPI(M) party organ, even tried to portray the Netai killings as committed by the Trinamool-Maoist armed gang. But the CPI(M)’s effort to pass on Netai as the handiwork of a Trinamool-Maoist gang fell flat on its face. It was proven beyond doubt that an armed CPI(M) gang fired from a local CPI(M) leader’s house and killed unarmed villagers protesting against the gang’s diktat on compulsory arms training.

The gang was thus a replica of an armed Maoist squad. For months the Trinamool Congress had been emphasizing the “occupation” of areas deserted by the Maoists by such gangs. Finally, even the Union Home Minister echoed it in his letters to the Chief Minister. The CPI(M) wants to deny the existence of such gangs even

after Netai. It wants to carry on the campaign against the Trinamool-Maoist “joint forces”. In a way, this shows the helplessness of our democracy against the vandals of a ruling party in a State. The Delhi of 1984 and the Gujarat of 2001 are blatant examples of this. But that is another story.

Chief Minister Buddhadev Bhattacharya recently dashed off a letter to the Union Home Minister, claiming he had proof of the connection. He has been saying it for the past three years (since his police force killed farmers in Nandigram) without ever bothering to present any credible evidence.

Evidently, the CPI(M) wants to divert the people’s attention from allegations of atrocities committed by another “joint force” – that of the CRPF and the State police – in the tribal areas of south-west Bengal. It is thus trying to subtly justify Netai as a panic reaction by its men, fearing an attack by the Maoists. Like Goebbels, the CPI(M) believes that if a lie is repeated a hundred times, it becomes truth. They are sure that at least some voters will be swayed by this campaign and return to

their fold.

To add some conviction, as soon as two Trinamool Congress workers were arrested, State Secretary Biman Bose announced that they were connected to the Silda massacre by the Maoists. Though the police in its preliminary report dropped no such hint, three days later it toed Bose’s line and brought fresh charges against the duo. Again, in its petition to the Election Commission, the CPI(M) brought up the allegation of the nexus and followed this with arguments. Apart from stating the non-existence of their own armed gangs’ camps, they have equated the People’s Committee against Police Atrocities (PCPA) with the Maoists.

The recent Supreme Court judgement by Justices Markandeya Katju and Gyan Sudha Mishra on the tenability of criminal charges even against members of a banned organization not connected with violent activities (State vs Arup Bhuyan, a member of ULFA) said that mere membership of a banned organization does not make a person criminal unless one resorts to



(left) Trinamool leader Mamata Banerjee: wooing militants; (above) armed personnel in a disturbed area: caught between the lines

The CPI(M) wants to divert attention from allegations of atrocities committed by another 'joint force' – that of the CRPF and the State police.

violence or incites people to violence. The CPI(M) cites the arrest of PCPA members for the Gyaneshwari Express tragedy as proof that the organization is a terrorist outfit. By the same logic, it too belongs in that category for many of its members are in jail with murder charges against them. More than a dozen have been convicted for murdering Trinamool Congress members.

The Reality

HOWEVER, it is true that at local levels there was and is a connection between Trinamool Congress workers and the Maoists. The Maoists have helped the Trinamool Congress and have taken help in return in the past couple of years. The Maoists do this in various states. Years ago, they supported a reel-life hero who was a new entrant in Andhra politics – seeing in him a chance of being in power.

That man, NT Rama Rao, also said “Lal Salaam” in those days. During his regime, a Maoist group helped his party workers to eliminate political opponents. A few years later, Rama Rao turned against the Naxalites and the latter then supported Marri Channa Reddy of the Congress. Like NTR, Channa Reddy, the next CM, hailed the Maoists as “patriots”. Again, the Naxalites (Maoist Communist Centre) tacitly supported Lalu Yadav in the 1990s. In the last election in Jharkhand, they supported Shibu Soren.

The Maoists have also worked with the CPI(M) in West Bengal. The CPI(M) recently mentioned the statement of one Comrade Bikram, a squad leader, to prove a nexus between the Maoists and the Trinamool Congress. However, a leader of a far higher sta-

tus, Ganapathy, the general secretary of the CPI (Maoist), in an interview in *Open* magazine (October 17, 2009), spoke about his organization’s connection with the CPI(M): “We came to know earlier that some ammunition was taken by our local cadre from the CPM unit in the area. There was, however, no understanding with the leadership of the CPM in this regard. Our approach was to unite all sections of the oppressed masses at the lower levels against the goondaism and oppression of Trinamool goons in the area at that time. And since a section of the oppressed masses were in the fold of the CPM at that time, we fought together with them against Trinamool. Still, taking into consideration the overall situation in West Bengal, it was not a wise step to take arms and ammunition from the CPM even at the local level when the contradiction was basically between two sections of the reactionary ruling classes.”

The area in question is the same: West Midnapore. In the same interview, Ganapathy also talked about a later period when they built a similar



local-level connection with the Trinamool Congress. So, in keeping with their long tradition of providing support to any of the rival parties in a state to further their own organizational interest, now the Maoists have extended a helping hand to the Trinamool Congress. It started from the days of the Nandigram struggle, where only a handful of Maoists were involved – trying to convert and arm some locals.

In other parts of south-west Bengal, according to reliable sources, some Maoists masquerading as Trinamool Congress workers or local leaders have been operating for quite some time. This is another tactic the Maoists employ nowadays. Many of their political workers have apparently entered the JMM in Jharkhand and the TRS (Telengana region of Andhra Pradesh) also. In Bengal, since Nandigram, the Maoists were eager to get a firm foothold to break the CPI(M) hegemony in the south-west of the State. Naturally, they were eager to infiltrate the Trinamool Congress and cajoled some Trinamool workers into sharing strategic interests. This also suited the local people's urge to fight the CPI(M) and the partisan police force. There was no other option available to the people of Nandigram or Lalgah for they live in a State where, after the CPI(M) reoccupies an area with arms, the Chief Minister marks that they will be "paid back with the same coin". Recently, two grassroots-level Trinamool workers were arrested in Orissa when they took an injured Maoist guerrilla for treatment.

The Future

THIS connection does not foretell any possibility of the armed cadre of the Maoists getting any favours from Mamata Banerjee after the coming election, in which her victory is almost certain. The Trinamool Congress, like the



Tribal rally: convenient punching bag?

In order to further their own organizational interests, now the Maoists have extended a helping hand to the Trinamool Congress.

CPI(M), is a party dominated by urban and semi-urban middle-class people. By its very nature, it cannot provide support to any organization which wants thorough socio-economic change. Further, in Bengal, the Maoists have behaved like an anarchist organization, killing a large number of CPI(M) and other Left workers. As CM, Banerjee will be bound to hurt the Maoists.

But will the Maoists support the Trinamool Congress in the election, jettisoning their traditional boycott of elections? They might if they feel Banerjee will go soft on them, as Soren did in Jharkhand. For that, they will prefer Banerjee to be weakened. Bikram, the mysterious spokesperson of the Maoists, regularly urges Mamata to resign from the Central government and take up the people's fight against price rise and corruption. He has reportedly stated that the Maoists will vote for the Trinamool

Congress if she does this. The motive is to delink the Trinamool Congress from the Congress, so that after the election Banerjee stops the "joint force" operation against the Maoists. The Maoists know she will not do this if she remains connected with the Central government. They have probably understood that the chances of a Congress-Trinamool break-up have thinned. So they have started attacking Banerjee politically.

However, if the Maoists do ask the people to boycott the election, there will be some violence and less voting in *jan-gal-mahal* and the CPI(M) will be in a comfortable position to sweep the districts of West Midnapore, Bankura and Purulia. This is the likely scenario as the Maoists do not understand that physically eliminating opponents (as they have done with about 200 leftists) is barbaric, and the easiest way to curb the opposition is by defeating it politically. **g**

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The erudite Man Friday to President Mahinda Rajapakse is also the unquestioned head of the nation's civil service. An admirer of India's administrative structure who has interacted with New Delhi's top decision-makers, he spoke about the problems of governance in a resurgent, post-war Sri Lanka.

interviewed by **INDERJIT BADHWAR**

gfiles: *Is civil service reform now a vital imperative in Sri Lanka? Why?*

Lalith Weeratunga: Civil service reforms are a must in the present context of Sri Lanka's development. "Mahinda Chintana", the policy document presented to the people by His Excellency Mahinda Rajapakse as his election manifesto, envisages Sri Lanka becoming the "Wonder of Asia". This concept, when translated into action, means that Sri Lanka needs to become a hub in five key areas: aviation, naval, commercial, power and energy, and knowledge. Some of the rules and regulations impede fast-track development. Knowledge and skills of the public sector executives as well as non-executives also need to be upgraded. Reforms are a must. The President is very keen to elevate Sri Lanka's public services to a very high level. In fact, his focus is on making them people-friendly, result-oriented and ever-improving. The President has declared at the beginning of this year that the public services should be delivered with *metta* (compassion) to those who seek such services.

gfiles: *Who is at the helm of this effort and what are the deadlines?*

LW: The President appointed the National Administrative Reforms Council (NARC) to spearhead this initiative with the Secretary to the President as its Chairman. It has key officials of the government as well as private sector representatives. Reforms

'Reforms are a



are on-going and the deadline is the end of this year. At the last Cabinet reshuffle, a new Ministry of Public Management Reforms was created and NARC placed under it so that more emphasis is given to reforms. The Minister of Public Management Reforms is very keen to take reforms forward and provides NARC the necessary guidance. The Minister of Public Administration & Home Affairs and the Minister of National Productivity Improvement are also partners in the whole process of public administration reform.

gfiles: *Do you believe that the administrative structure of Sri Lanka needs to change? Why?*

LW: I strongly believe that the administrative structure of our country needs to be changed. The reasons are clear. The

pace at which the economy moves is unbelievable. Many new areas are being developed and also, as I have mentioned, the government has a clear focus. We need to have management skills that can deliver results. However, it must not be done in a hurried and an *ad hoc* manner. It is easy to undo anything in a few minutes with one stroke of a pen, but it takes a long time to build strong and robust systems. Therefore, reforms must be undertaken with a very clear vision and an understanding of the future.

gfiles: *Before the end of the war, the civil administration was geared almost totally towards security concerns. How do you shift a security-oriented system to one driven by the compulsions of peace?*

LW: That is not difficult. It is not correct



MUST

to say that the civil administration was geared almost totally towards security concerns. There were development initiatives that were handled by the civil administration during the decades Sri Lanka was involved in this conflict. Although there was a conflict situation, economic, social, cultural and spiritual activities continued. Civil administration had much to do with all this. Peace brings in creativity in the administrative machineries and there is so much of activity not only in the capital but also everywhere in the island. It has not been difficult to shift the emphasis of the public service. What was necessary was clear and focused political leadership which Rajapakse clearly demonstrated both in concept and practice.

gfiles: *How will the bureaucracy keep pace with the new economic measures announced by the President and reflected in the Budget?*

LW: It is the bureaucracy that gives impetus to the economic resurgence in the country. Our bureaucracy has been in the thick of development even when security was a key factor to be considered. When there is peace all around, the bureaucracy faces no obstacles that are life-threatening. The Budget presented by the President focuses on developing rural areas and economically empowering the rural masses. Therefore, the bureaucracy at the village level, the divisional level and at the district level will implement the Budget proposals within the given timeframe with a high level of motivation. The Sri Lanka Institute of Development Administration (SLIDA), which is charged with capacity building in the public services, is gearing up to provide the new impetus to make the

public services vibrant and robust.

gfiles: *What are the administrative challenges of economic reconstruction in the North and East?*

LW: The biggest challenge would be to have the right people with the right skills. Administrative systems that were there prior to LTTE domination had all been dismantled by the LTTE and administrative machinery in these areas needs to be redeveloped to function in a vibrant peacetime democracy. Physical infrastructure also must be rebuilt so that public services can be delivered with efficiency and effectiveness. The government appointed a Presidential Task Force to focus on Northern Province development and it has been able to revamp the administrative machinery to

‘Knowledge and skills of the public sector executives as well as non-executives also need to be upgraded.’

a great extent through focused implementation of vital development programmes aimed at the well being of the people in the area.

gfiles: *As you consider devolution of powers, how do you see the relationship between the Central Bureaucracy and the Provincial Governments?*

LW: As the 13th Amendment is already in force and Provincial Councils have been functioning for the past 21 years, the bureaucracy at the centre and the provincial level have shown a smooth relationship and a willingness to work together. I cannot see any reason for this relationship to be sour. The structures are such that the central bureaucracy and the provincial administrative machinery have to work together to bring benefits to the people they serve.

At the highest level, Chief Ministers of the Provinces are invited to the Cabinet meeting of the Government chaired by the President. This is a clear demonstration by the central bureaucracy to listen to the provincial leadership and work with them.

gfiles: *Devolution is one thing – it has a political element to it. However, “decentralization” of governance is something else because it involves allowing decision-making at the grassroots level. How do you plan to implement this?*

LW: Decision-making at the grassroots level is already happening. Over the years, a great degree of decentralization has taken place and public service delivery is improving at all levels. Divisional Secretariats are empowered so much to undertake a variety of activities of the rural communities.

gfiles: *Since the concentration is now on rapid economic development to secure the gains of the peace era, how do you plan to make the bureaucracy more flexible and speedier in clearance of major economic projects and investment decisions?*

LW: The Sri Lankan bureaucracy has been very flexible in many ways. Even during the time of conflict the administrative machinery, to a great extent, has been flexible and accommodating. Now that there is rapid economic progress, we may have to be speedier in delivering results. Extensive use of Information and Communication Technology (ICT) will facilitate many administrative processes, thereby speeding up implementation of a wide range of development projects. NARC is also examining every conceivable prospect of improving the administrative processes. There is a national productivity campaign and a competition in which there is wide participation by rural government institutions. At the centre, investment proposals are dealt with speedily and investors encouraged to invest in the areas the government has identified.



gfiles: *Do you plan any changes in the bureaucratic structure in order to speed up implementation of the English-language initiatives?*

LW: There are no changes envisaged in the structure of the administrative machinery as such, but several initiatives are being launched to motivate public servants to acquire mastery of the English language. Extensive use of ICT is one initiative that will promote the use of English in administrative work.

gfiles: *What are your proposals on ensuring the multi-lingual administration – including Tamil – is spread throughout the country?*

LW: The President has already declared that, by 2020, Sri Lanka should be a trilingual nation, meaning that steps will be taken for every citizen to learn the other official language, apart from his or her mother tongue, and also people will be motivated to learn English as a link language. In the public services, there is tremendous enthusiasm among Sinhalese officers (who are in the majority) to acquire a working knowledge of Tamil and the government provides an incentive payment to those who follow recognized courses. This is also true for Tamil officers. They too are provided the same incentive to learn Sinhala.

gfiles: *Are you planning any changes in your procedures for recruitment of civil servants as well as new training facilities? How many civil servants are there and how many are recruited each year?*

LW: Significant changes are being discussed regarding training of civil servants but recruitment procedures will stay as they are. The Sri Lanka Administrative Service (SLAS), the counterpart of the IAS, has about 2,700 officers who serve throughout the island in many different capacities. These positions enable incumbent officers to impact the life of the normal man and therefore are very important. Modern training in management and adminis-



Weeratunga (right) with Rajapakse at a formal ceremony: 24x7 administrator

‘Clear and focused political leadership was necessary, which Rajapakse clearly demonstrated in concept and practice.’

tration is vital to have a robust civil service and that is why the SLIDA is re-examining all training and capacity-building programmes with a new focus. Annual recruitment to the SLAS depends on the vacancies.

gfiles: *Are you planning any rewards and punishment system in order to judge and evaluate performance? What yardsticks will you be using?*

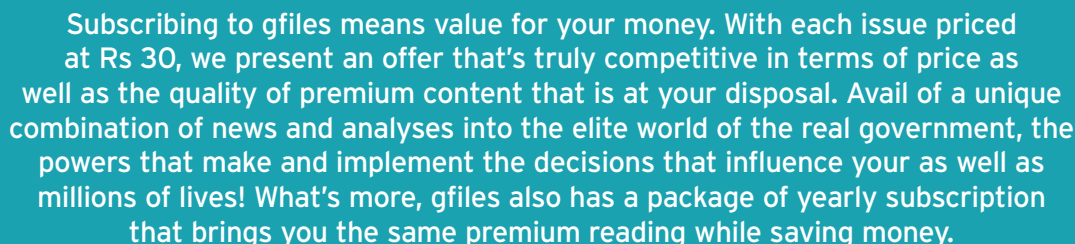
LW: At the moment we do not have a concrete system for rewards, but there has always been a system of ensuring discipline and punishment for wrongdoers. Sri Lanka is examining aspects of reward schemes and also the reward schemes adopted by other countries, particularly the Indian system which is being implemented under the purview of the Cabinet Secretary of India.

gfiles: *Do you have any interaction with your Indian counterparts in the Indian*

civil services? What do you think of the Indian civil service system and do you believe there is something you need to learn from it – positive or negative?

LW: I feel privileged to have been able to forge a very strong network with many top Indian bureaucrats. I am particularly pleased to have developed a personal relationship with TKA Nair, Principal Secretary to the Prime Minister of India, and through him establish a strong relationship with the Lal Bahadur Shastri National Academy of Administration in Mussoorie so that some of our middle- and top-level public servants could be exposed to the training provided by this established institution. I have also had the privilege to closely interact with National Security Advisers, Cabinet Secretaries, Foreign Secretaries, Defence Secretaries and Home Secretaries. All of them have impressed me with their national-mindedness, refinement and finesse and, of course, their skills and competencies. We admire the strength of the Indian Administrative Service and other All-India Services and their ability to withstand pressure and uphold the best traditions of competent civil services. These are some of the characteristics we should emulate. **g**

at Palakkad, Kerala.



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Be wary of sentiment, buy selectively

SENTIMENT is the mother of all factors influencing the markets and may alter with even the slightest change in the way we look at future events despite the fact that current fundamentals remain unchanged. Sentiment gets hurt the most when the markets face uncertainties – especially the kind of current scenario. The internal and external environments both have thrown up new challenges for the Indian economy.

The stubbornly high rate of inflation, the danger of increasing fiscal deficit, rising interest rates, declining industrial and capital goods production, a likely slowdown in corporate earnings, political uncertainties due to uncomfortable coalitions and coming state elections not allowing the stalled reforms to make headway are some internal challenges.

Liquidity has also become a matter of concern with many of the long-term projects being largely financed through short-term deposits and borrowings – leading to the possibility of asset-liability mismatch. Further, bank credit is growing at a faster pace compared with growth in low cost deposits. This has forced many banks to raise interest rates on term deposits to more than 9%, ultimately signalling a higher cost of borrowing, at least in the short term. This may adversely impact the consumption pattern also.

The geopolitical uncertainties in the Middle East and North Africa (MENA) region coupled with continuing sovereign risk in some European countries and high fiscal deficit in some advanced nations

not only pose a risk to global recovery but the rising crude prices may weigh heavily on the Indian economy, already reeling under high inflationary pressure. Crude, which recently touched \$120 per barrel, may throw the Indian economy out of gear. If the forecasts are to be believed, crude price may touch \$200 due to potential supply shocks. India, which imports more than two-thirds of its requirement, will be worst hit due to its already high current account deficit. Though a sharp rebound in exports has moderated the widening trade deficit, continued uncertainties in developed markets, rising oil import bill, falling surplus in services trade and lower FDI inflows could make matters worse. The RBI has also raised serious concerns over the widening current account deficit and the same being financed by short-term capital flows remains the biggest risk to India's growth.

The very sentiment that till date stretched valuations to unjustly high levels may now be threatening to take them to unjustly low levels with the Sensex touching 16,000 or even lower. The bull-bear cycles will get shortened, thereby posing serious challenges to the buy-and-hold strategy that is likely to yield disappointing returns. Stocks will periodically get over- or under-valued to suit the strategy of "buy on decline and sell on rallies". Some of the mid- and small-cap stocks have, in fact, been beaten down by 30-50% of their recent highs and are a compelling buy. A selective buying approach is sure to give decent returns in the near future. **g**

The bull-bear cycles will get shortened, thereby posing serious challenges to the buy-and-hold strategy that is likely to yield disappointing returns.

The author has no exposure in the stock recommended in this column. gfiles does not accept responsibility for investment decisions by readers of this column. Investment-related queries may be sent to gfilesindia@gmail.com with Bhardwaj's name in the subject line.

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BY RAKESH BHARDWAJ

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For the complete list, see www.gfilesindia.com

RAJESH KUMAR KHULLAR

The 1988-batch IAS officer of the Haryana cadre is now Joint Secretary in the Department of Economic Affairs.

S JAIRAMAN

The 1977-batch IPS officer of the West Bengal cadre has been promoted to Special Director, Intelligence Bureau.

PRABHAKAR ALOK

The 1986-batch IPS officer of the Andhra Pradesh cadre has been sanctioned pro-forma promotion as Additional Director General of Police (ADGP).

YK GAIHA

The 1975-batch IRS officer, who retired as CCIT, Ahmedabad, has become a Member of the BIFR.

AJAY KUMAR

The 1997-batch IPS officer of the Assam-Meghalaya cadre has been promoted to Deputy Inspector General of Police (DIG).

SHAKTIKANTA DAS

The 1980-batch IAS officer of the Tamil Nadu cadre has become Additional Secretary.

SANJAY KAUL

The 2001-batch IAS officer of the Kerala cadre has been appointed Managing Director of the Tourism Corporation of Gujarat Ltd on inter-cadre deputation.

BB PANDIT

The 1977-batch IA&AS officer, Director General (Audit) is now Additional Deputy Comptroller and Auditor General.

SANJAY SINGH

The 1976-batch IFS officer has been appointed Secretary (East) in the Ministry of External Affairs.

PRASHANT SITARAM LOKHANDE

The 2001-batch IAS officer of the Union Territories cadre is now PS to the Union Food Processing Industries Minister.

JP SINGH

The 1977-batch IAS officer of the Union Territories cadre is now a Member of the Delhi Electricity Regulatory Commission.

PUNEET KANSAL

The 1996-batch IAS officer of the Sikkim cadre has become PS to Union Minister of State for Mining (Independent Charge) Dinsha Patel.

RAJEEV SINGH THAKUR

The 1995-batch IAS officer of the Rajasthan cadre is now PS to Union Minister of Road Transport CP Joshi.

ANIL KUMAR SINGH

The 1995-batch IAS officer of the Union Territories cadre is now Director in the Ministry of Home Affairs.

RAJIV KUMAR MEENA

The 1995-batch IPS officer of the Andhra Pradesh cadre is now Director (Naxal Management) in the Ministry of Home Affairs.

KEWAL KUMAR SHARMA

The 1983-batch IAS officer of the AGMUT cadre has been appointed Chief Administrator, Chandigarh.

MK SRIVASTAVA

The 1977-batch IPS officer of the Karnataka cadre has become Chairman and Managing Director, Karnataka State Police Housing Corporation.

D KALPANA NAYAK

The 1998-batch IPS officer of the Tamil Nadu cadre has been posted as Superintendent of Police, Women Protection Cell, CID, Hyderabad.

RAJIV KHER

The 1980-batch IAS officer of the Uttar Pradesh cadre is now Additional Secretary in the Ministry of Commerce.

SHEELA THOMAS

The 1985-batch IAS officer of the Kerala cadre has assumed charge as Chairman, Rubber Board.

ARADHNA JOHRI

The 1980-batch IAS officer of the UP cadre is now Additional Secretary in the National AIDS Control Organisation.

SHASHIKANT SHARMA

The 1976-batch IAS officer of the Bihar cadre is now Secretary, Financial Services.

ALOK KUMAR

The 1997-batch IPS officer has been appointed SSP, Patna.

MONA SINGH

The 1990-batch IRS (IT) officer has joined as Director, DoPT.

PERVEZ HAYAT

The 1984-batch IPS officer of the Jharkhand cadre is now Director/Chief Vigilance Officer of the Power Grid Corporation Ltd.

DK YADAV

The 1998-batch IPS officer of the Himachal Pradesh cadre has become Deputy Director, UIAD.

ROMILLA DUBEY

The 1973-batch IAS officer has taken over as Chairperson of the Punjab State Electricity Regulatory Commission.

DILIP KUMAR KOTIA

The 1981-batch IAS officer of the Uttarakhand cadre is now PS, Non-Conventional Sources of Energy.

*MOVING ON: ias officers retiring in March 2011***ANDHRA PRADESH**

N Nageswara Rao (1992)

BIHAR

Arun Prasad (1995)

CHHATTISGARH

Serjius Minj (1978)

HIMACHAL PRADESH

Priya Ajit Singh (1994)

JHARKHAND

Sheela Kishku Rapaj (1982)

MAHARASHTRA

BJ Sasane (1999)

MADHYA PRADESH

Sushama Nath (1974)

ORISSA

Pramod Kumar Patnaik (1993)

PUNJAB

Jagjit Puri (1990)

RAJASTHAN

Mohan Krishen Khanna (1974)

UTTAR PRADESH

Atul Kumar Gupta (1974)

UNION TERRITORIES

Vanengmawia (1996)

1977-BATCH IAS OFFICERS GET SECRETARY RANK

Shekhar Agrawal, Naved Masood, Mohammad Haleem Khan, Rakesh Kacker, Mrutyanjay Sarangi, Vilasini Ramachandran, RK Mathur, Shumsher K Sheriff, Loretta Mary Vas, PK Sinha, Sharad Gupta, Alok Rawat, K Jose Cyriac, Sudhir Krishna, Alok Perti, PK Chaudhury, AK Mathur, Girish B Pradhan, Ajay Bhattacharya, Vishwapati Trivedi, DRS Chaudhary, PK Pradhan, GC Chaturvedi, AS Lamba, NC Vasudevan, Jayant M Mauskar, Sundaram Krishna, Sangita Gairola, Ashok Thakur and Chinmay Basu.

CCITS & DGITS TRANSFERRED

These IRS officers in the grade of Chief Commissioners and Director Generals of Income Tax have been transferred:

Sudhir Chandra – CCIT – VI, Chennai, PS Chellaphan – CCIT – Coimbatore, Chitra Srinivasan – CCIT, Hubli, RK Rai – CCIT – II, Patna, GN Pande – CCIT, Allahabad, PC Srivastava – CCIT – III, Hyderabad, SK Ray – CCIT – VIII, Kolkata, RC Pramanik – CCIT – IX, Kolkata, Sunil Verma – CCIT – II, Pune, Poonam Dutt – CCIT, Bareilly, DK Das Sharma, CCIT, Panaji, Pramila Shrivastava – CCIT, Ghaziabad, BN Panda – CCIT – III, Ahmedabad, SK Pahwa – CCIT, Trivandrum, RK Sharma – DGIT (Inv), Pune, SK Srivastava – CCIT – IV, Ahmedabad, D Das Gupta – CCIT XI, Kolkata, Kiran Oberoi Vasudev – CCIT – VII, Mumbai, K Satyanarayana – CCIT – Vishakhapatnam, SM Rastogi – CCIT XI, Delhi, S Rajguru – CCIT, Durgapur, Atulesh Jindal – CCIT, Udaipur, T Jena – CCIT V, Kolkata, Arvind Shankar – CCIT, Surat, AK Mehrishi – CCIT XIII, Mumbai, Subbiah Bose – CCIT, Madurai, Dilip Kumar – CCIT, Jalpaiguri, Swatantra Kumar – CCIT – XII, Mumbai, RK Gupta – CCIT, Guwahati, YK Batra – DGIT (Inv), Patna, Dharendra Khare – CCIT, Kanpur, SS Kannan – CCIT, Trichy, Purnima Singh – CCIT – XII, Delhi, Baljit Singh Sondhi – CCIT, Kolkata, Rajendra Narain Tripathi – CCIT, Ahmedabad, Keshari Prasad Singh – CCIT – II, Ahmedabad, Pankaj Gupta – CCIT, Lucknow, Uma Kanti Shukla – CCIT VI, Mumbai, Kaushal Singh Pathania – CCIT, Amritsar, RK Tiwari – DGIT (L&R), Delhi, Sharad Chandra Jain – CCIT II, Hyderabad, MNA Chaudhary – CCIT VIII, Delhi, Naresh

Kumar – CCIT IV, Mumbai, Kalian Chaudhuri – CCIT II, Kolkata, Deep Chandra Pant – CCIT – III, Kolkata, Sujata Pant – CCIT IV, Kolkata, and Akhilesh Prasad – CCIT III, Delhi.

AGMUT-CADRE OFFICERS TRANSFERRED

Narendra Kumar (1988, IAS, UT) will be Administrator of Daman and Diu. Nutan Guha Biswas (1983, IAS, UT) has been moved from Pondicherry to Delhi. KR Meena (1993, IAS, UT) has been transferred from Delhi to Pondicherry. Vijay Kumar Dev (1987, IAS, UT) has been shifted from Arunachal Pradesh to Goa. Ramesh Negi (1984, IAS, UT) has been transferred from Delhi to Arunachal Pradesh. SB Deepak Kumar (2005, IAS, UT) has been moved from Arunachal Pradesh to Pondicherry. Pawan K Sain (2005, IAS, UT) has been transferred from Arunachal Pradesh to Goa. Chetak B Sanghi (1988, IAS, UT) has been transferred from Delhi to Mizoram. Nandini Paliwal (2003, IAS, UT) has been moved from Arunachal Pradesh to Delhi. Ankur Garg (2003, IAS, UT) is back to the Delhi government from Arunachal Pradesh. Sharat Chauhan (1994, IAS, UT) has been transferred from Delhi to Goa. CP Tripathi (1996, IAS, UT) has been moved from Goa to Delhi. Mohanjeet Singh (1991, IAS, UT) has been transferred from Chandigarh to Daman and Diu. RK Verma (1984, IAS, UT) has been transferred from Delhi to Goa. Satya Gopal (1988, IAS, UT) has been moved to Delhi from Daman and Diu. Karnail Singh (1984, IPS, AGMUT) has been transferred to Mizoram as IG. KK Maheshwari (1980, IPS, AGMUT) has been transferred to Government of Delhi. Namita Dutta (1991, IAS, UT) has been posted in Arunachal Pradesh. PK Gupta (1989, IAS, UT) has been transferred from Daman and Diu to Delhi. Ved Prakash (1986, IAS, UT) has been transferred from the Andaman and Nicobar Isles to Delhi. Jalaj Srivastava (1984, IAS, UT) has been moved from Delhi to the A&N Isles. DP Verma (1993, IPS, AGMUT) has been transferred to Delhi. Sanjay Singh (1990, IPS, AGMUT) has been transferred to Goa as IG. Ravinder Singh Yadav (1995, IPS, AGMUT) has been transferred to Government of Delhi. Virender Singh Chahal (1991, IPS, AGMUT) has been transferred as DIG, Mizoram. Paldan (1996, IPS, AGMUT) has been transferred from Arunachal Pradesh to Delhi. HS

Dhaliwal (1997, IPS, AGMUT) has been transferred to Arunachal Pradesh as SP. Sharad Agarwal (1997, IPS, AGMUT) has been transferred to A&N Isles as SP. P Karunakaran (2004, IPS, AGMUT) has been transferred to Delhi. VV Chaudhary (1998, IPS, AGMUT) has been transferred to Delhi. IB Rani (2000, IPS, AGMUT) has been transferred as SP, Goa. Pradip Mehra (1975, IAS, AGMUT) has been transferred from Chandigarh to Delhi.

IRS OFFICERS BECOME DEPUTY COMMISSIONERS

These Indian Revenue Service (Customs & Central Excise) officers have been promoted as Deputy Commissioners:

M Haja Mohiden and Narayan Prasad Agarwal of the 1996 batch, Dr AS Gill, Anjan Kumar Pandit, BR Deb Roy, DP Das, Dr Jeetesh Nagori, Gopinath Dutta, JK Paul, MK Chanda, MD Anwar Hussain, Ranju Kumar Chakraborty, SC Gupta and Subodh Dhar of the 1997 batch, KR Chavan of the 1998 batch, AJ Verma of the 1999 batch and AA D'Silva, Abyokta Kumar Sharma, Andrade Maximo Antonio, Anil Kumar Tak, Ashrafi Lal, BS Gill, Bishan Singh Hans, Dasari Paul, G Sivasubramaniam, GP Gaikwad, Inder Singh, JC Barot, Jagdish Saran, KP Saseedharan, L Rajendran, Laurenso Julio Aguiar, M Murali Krishna, ND Jakati, NG Shahdarpuri, N Muthuchidambaram, Om Parkash, PB Vaishnao, PV Rajapande, PW Kulkarni, P Gopal Krishnan, R Kanakadri, RB Patel, Rajinder Singh, Ramadas D More, Ravi Vasudev, S Bhomick, S Ramamoorthy, S Sampath Kumar, S Thulsiram, SB Solapurkar, SD Gadkari, SK Bhaskar, SR Vichare, Satish Kumar, Sharad Kumar H Meshram, ST Sivasarani, TR Gajalakshmi, V Parthasarathy and WS Borkar of the 2002 batch and Satish Vinayak Dandekar and Syed Nazeeruddin of the 2003 batch.

ASSISTANT COMMISSIONERS BECOME DEPUTY COMMISSIONERS

The following Assistant Commissioners (Customs & Central Excise) have been promoted as Deputy Commissioners:

Roshan Lal, M Tamizh Vendan, Mohan Lal Sukhpal, K Kamban, Madan Lal Toofan, RP Singla, B Rangaraj, Saroja Swaminath, WV Jacob, GH Khaikhanthang, R Rajendran, KS Gunasekar, P Kesavan, NA Borkar, DS Woyal, Raj Mal and MK Sarangi.



What's brewing in the Tea Board?

WHEN the coveted post of Chairman of the Tea Board of India became vacant with the last incumbent, Basudeb Banerjee's term ending on October 18, 2010, Assam, West Bengal and Chhattisgarh fielded candidates. The appointment is



made by the Ministry of Commerce and it has become a convention that the posts of Chairman and Vice-Chairman are filled alternately by senior IAS officers from the Assam and West Bengal cadres.

Since the last Chairman was from West Bengal, this time Assam staked claim. Chief Minister Tarun Gogoi recommended candidates from Assam and requested the Ministry and the PMO to choose the officers, who had a reputation for uprightness. His request went unheeded. The West Bengal Chief Minister's Special Secretary, Subesh Das, had also applied for the post.

Now, the officers who had applied for the Chairman's post have withdrawn their candidature and are looking

for other postings. Commerce Minister Anand Sharma and Secretary Rahul Khullar couldn't even move the file as someone in the PMO wanted his candidate (who is from neither West Bengal nor Assam) to bag the Chairman's post. In this season of scams, await updates.

Pradip Baijal's magic circle

EVERY so often, the media reports that the CBI is preparing to arrest former Telecom Regulatory Authority of India chief Pradip Baijal but it never comes about. If you are well-connected in the government and politics, nobody can touch you. While Baijal eludes the CBI



net, Siddharth Behuria, former Secretary of Telecommunication, has been arrested. Baijal, a 1966-batch IAS officer from the MP cadre, got a term extension from 2003 to 2006. Post-retirement, he set up Noesis Strategic Consulting Company along with lobbyist Niira Radia. The firm's client list boasts Indian and MNC clients, foreign government regulators, the International Telecommunications

Union, the World Bank and so on. He also serves on the boards of GVK, Nestle India and Patni Computers and is an independent consultant and adviser to several countries, including Laos, Myanmar and Cambodia. In 2010, Baijal's homes and offices were raided in connection with the investigation into the 2G spectrum scam. The CBI is reportedly restrained from arresting him. Though CBI officials are tight-lipped, it has emerged that there is a very senior leader in the UPA and a senior official in the government who see to this.

'Ice Age' freezes files in Mumbai

NOW digest this. A whopping 800-odd files are awaiting administrative approval in Maharashtra because full-time bureaucrats are yet to be appointed. This "Ice Age", as it is being sarcastically referred to in the corridors of Mantralaya, dawned as a result of a series of transfers, retirements, and absentia.

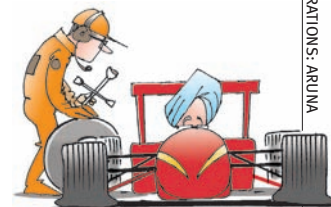
Chief Secretary JP Dange was replaced with MMRDA metropolitan commissioner Ratnakar Gaikwad and, consequently, MMRDA additional metropolitan com-



missioner SVS Srinivas was given additional charge of the post Gaikwad had held. Interestingly, after Gaikwad became Chief Secretary, his name was dragged into the Adarsh Society scam because, as MMRDA commissioner, he had handled the Adarsh file for some time. As for Dange, it is only now that he has been rehabilitated and is heading the 12th Finance Commission.

A case of crabs in a basket!

IS the apparent problem of governance in the UPA or in the PMO? The latter, it seems. Prime Minister Manmohan Singh is obviously concerned and



appears to know where the problem lies. So, there are moves in the PMO to shuffle faces or bring in new ones to assist the good doctor. Among the names being mentioned is that of Rahul Khullar, who is Secretary, Commerce. However, it is being pointed out in the same breath that Khullar, considered an upright officer, missed a chance to become Finance Secretary recently and many will be envious of seeing him ascending the ladder. **g**

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